



NSPS Handbook

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NSPS Conversion Tables

Conversion to NSPS—Nonsupervisory Positions

Nonsupervisory Pay Schedules	Pay Band 1	Pay Band 2	Pay Band 3	Pay Band 4
YA - STND - PROF/ANALYTICAL	GS-5 to 8 GS-9 to 11*	GS-9 to 13	GS-14 to 15	n/a
YB - STND - TECHNICIAN/SUPPORT	GS-1 to 6	GS-7 to 10	GS-11 to 12	n/a
YP - STND - SEEP PGM **	GS-1 to 11	n/a	n/a	n/a
YD - S&E - PROF	GS-5 to 8 GS-9 to 11*	GS-9 to 13	GS-14 to 15	n/a
YE - S&E - TECH/SUPPORT	GS-1 to 6	GS-7 to 10	GS-11 to 12	GS-13
YG - MED -PHYS/DENTIST***	n/a	All grades	n/a	n/a
YH - MED - PROF	GS-5 to 8 GS-9 to 11*	GS-9 to 13	GS-14 to 15	n/a
YI - MED - TECH/SUPPORT	GS-1 to 6	GS-7 to 10	GS-11 to 12	n/a
YK - I&P - INVSTGTV	GS-5 to 8 GS-9 to 11*	GS-9 to 13	GS-14 to 15	n/a
YL - I&P - FIRE PROTCN	GS-1 to 6	GS-7 to 10	GS-11 to 12	GS-13 to 14
YM - I&P - POLICE/SECGUARD	GS-1 to 6	GS-7 to 10	n/a	n/a
<p>* GS-9 and GS-11 positions without promotion potential are converted to pay band 2. GS-9 and GS-11 positions with promotion potential are considered “developmental” and are converted to pay band 1</p> <p>** Student Educational Employment Programs (SEEP)</p> <p>*** As preparation for conversion, Components may review nonsupervisory physician (GS-602) and dentist (GS-680) positions to determine if such positions meet the criteria for YG, Pay Band 3 (see SC200, Appendix E). Where the employing Component determines the position meets the criteria, the employee will be converted to YG, pay band 3.</p>				

*** Conversion to NSPS— nonsupervisory GS- 1001, 1101, and 1173 Series on next page ***

Conversion to NSPS—Supervisor and Manager

Supervisor/Manager Pay Schedules	Pay Band 1	Pay Band 2	Pay Band 3	Pay Band 4
YC - STND - SUPV/MGR	GS-6 to 11 *	GS-12 to 14	GS-15	n/a
YF - S&E - SUPV/MGR	GS-6 to 11 *	GS-12 to 14		n/a
YJ - MED - SUPV/MGR	GS-6 to 11 *	GS-12 to 14		All physicians /dentists
YN - I&P - SUPV/MGR	GS-6 to 11	GS-12 to 14		n/a

* For GS-9 and GS-10 supervisory positions with occupational codes that would be in YA, YD, YH, or YK pay schedules, the employee converts to pay band 2 of the nonsupervisory pay schedule for that occupation (YA, YD, YH, or YK) and is titled and coded supervisory under the mixed position criteria in SC200.2.4 (e.g., a Supervisory Budget Analyst, GS-0560-9, converts to Supervisory Budget Analyst, YA-0560-2). GS-11 supervisory positions with subordinate employees in pay schedule YA, YD, YH or YK will be placed in YC- 2, YF- 2, YJ- 2, or YN-2. GS-11 supervisory positions with subordinate employees in pay schedule YB, YE, YI, YL, or YM will be placed in YC-1, YF-1, YJ-1, or YN-1. As preparation for conversion, management shall review GS-11 supervisory positions with subordinate employees in pay schedule YB, YE, YI, YL, or YM to determine if the position also personally performs GS-11 work in YA, YD, YH, or YK. Where management determines the position meets the criteria, the employee will be converted into pay band-2 of pay schedule YA, YD, YH, or YK.

Conversion to NSPS—GS- 1001, 1101, and 1173 Series

Nonsupervisory PAY SCHEDULE YB – STND TECH/SUPPORT	NSPS Series	Pay Band 1	Pay Band 2	Pay Band 3	Pay Band 4
GS-1001	1002	GS-1 to GS-6 w/ PATCO “T” or “C”	GS-7 to GS-10 w/ PATCO “T” or “C”	n/a	n/a
GS-1101	1108	GS-1 to GS-6 w/ PATCO “T” or “C”	GS-7 to GS-10 w/ PATCO “T” or “C”	n/a	n/a
GS-1173	1108	GS-1 to GS-6 w/ target grade below GS-9	GS-7 and GS-8 w/target grade below GS-9	n/a	n/a

Nonsupervisory PAY SCHEDULE YB – STND TECH/SUPPORT	NSPS Series	Pay Band 1	Pay Band 2	Pay Band 3	Pay Band 4
GS-1001	1002	GS-1 to GS-6 w/ PATCO “T” or “C”	GS-7 to GS-10 w/ PATCO “T” or “C”	n/a	n/a
GS-1101	1108	GS-1 to GS-6 w/ PATCO “T” or “C”	GS-7 to GS-10 w/ PATCO “T” or “C”	n/a	n/a
GS-1173	1108	GS-1 to GS-6 w/ target grade below GS-9	GS-7 and GS-8 w/target grade below GS-9	n/a	n/a

Nonsupervisory Acq Demo CAREER GROUP & PAY BAND	NSPS Schedule(s)	NSPS PAY BAND
NH - BUS & TECH MGT PROF, Level I	YP - STUDENT ED/EMPL PGM	Pay Band 1
NH - BUS & TECH MGT PROF, Level II, Salary less than GS-9/1, \$38,175	YA - STND - PROF/ANALYTICAL YD - S&E - PROF	Pay Band 1
NH - BUS & TECH MGT PROF, Level II, Salary = or greater than GS-9/1, \$38,175, AND whose "target Level" is NH-III	YA - STND - PROF/ANALYTICAL YD - S&E - PROF	Pay Band 1
NH - BUS & TECH MGT PROF, Level II, Salary = or greater than GS-9/1, \$38,175, AND whose "target Level" is NH-II	YA - STND - PROF/ANALYTICAL YD - S&E - PROF	Pay Band 2
NH - BUS & TECH MGT PROF, Level III	YA - STND - PROF/ANALYTICAL YD - S&E - PROF	Pay Band 2
NH - BUS & TECH MGT PROF, Level IV	YA - STND - PROF/ANALYTICAL YD - S&E - PROF	Pay Band 3
NJ - TECH-MGMT SPT, Level I	YB - STND - TECH/SUPPORT YE - S&E - TECH/SUPPORT	Pay Band 1
NJ - TECH-MGMT SPT, Level II, Salary less than GS-7/1, \$31,209	YB - STND - TECH/SUPPORT YE - S&E TECH/SUPPORT	Pay Band 1
NJ - TECH-MGMT SPT, Level II, Salary = or greater than GS-7/1, \$31,209	YB - STND - TECH/SUPPORT YE - S&E- TECH/SUPPORT	Pay Band 2
NJ - TECH-MGMT SPT, Level III, Salary less than GS-11/1, \$46,189	YB - STND - TECH/SUPPORT YE - S&E- TECH/SUPPORT	Pay Band 2
NJ - TECH-MGMT SPT, Level III, Salary = or greater than GS-11/1, \$46,189	YB - STND - TECH/SUPPORT YE - S&E- TECH/SUPPORT	Pay Band 3
NJ - TECH-MGMT SPT, Level IV, Salary less than GS-13/1, \$65,832	YB - STND - TECH/SUPPORT YE - S&E- TECH/SUPPORT	Pay Band 3
NJ - TECH-MGMT SPT, Level IV, Salary = or greater than GS-13/1, \$65,832	YE - S&E - TECH/SUPPORT	Pay Band 4
NK - ADMIN SPT, Level I	YB - STND - TECH/SUPPORT YI - MED - TECH/SUPPORT	Pay Band 1
NK - ADMIN SPT, Level II, Salary less than GS-7/1, \$30,567	YB - STND - TECH/SUPPORT YI - MED - TECH/SUPPORT	Pay Band 1
NK - ADMIN SPT, Level II, Salary = or greater than GS-7/1, \$31,209	YB - STND - TECH/SUPPORT YI - MED - TECH/SUPPORT	Pay Band 2
NK - ADMIN SPT, Level III	YB - STND - TECH/SUPPORT YI - MED - TECH/SUPPORT	Pay Band 2
Supervisory Acq Demo CAREER GROUP & PAY BANDL	NSPS Schedule(s)	NSPS PAY BAND
NH - BUS & TECH MGT PROF, Level I	n/a	n/a

NH - BUS & TECH MGT PROF, Level II	YA - STND - PROF/ANALYTICAL * YD - S&E- PROF *	Pay Band 2
NH - BUS & TECH MGT PROF, Level III	YC - STND - SUPV/MGR YF - S&E- SUPV/MGR YJ - MED - SUPV/MGR	Pay Band 2
Supervisory Acq Demo CAREER GROUP & PAY BANDL (cont)	NSPS Schedule(s)	NSPS PAY BAND
NH - BUS & TECH MGT PROF, Level IV Salary less than GS-14/10 + 5%	YC - STND - SUPV/MGR YF - S&E - SUPV/MGR YJ - MED - SUPV/MGR	Pay Band 2**
NH - BUS & TECH MGT PROF, Level IV Salary = or greater than GS-14/10 + 5%	YC - STND - SUPV/MGR YF - S&E - SUPV/MGR YJ - MED - SUPV/MGR	Pay Band 3
NJ - TECH-MGMT SPT, Level I	n/a	n/a
NJ - TECH-MGMT SPT, Level II	YC - STND - SUPV/MGR YF - S&E - SUPV/MGR YJ - MED - SUPV/MGR	Pay Band 1
NJ - TECH-MGMT SPT, Level III	YC - STND - SUPV/MGR YF - S&E - SUPV/MGR YJ - MED - SUPV/MGR	Pay Band 1
NJ - TECH-MGMT SPT, Level IV	YC - STND - SUPV/MGR YF - S&E - SUPV/MGR YJ - MED - SUPV/MGR	Pay Band 2
NK - ADMIN SPT, Level I	n/a	n/a
NK - ADMIN SPT, Level II	YC - STND - SUPV/MGR YF - S&E - SUPV/MGR YJ - MED - SUPV/MGR	Pay Band 1
NK - ADMIN SPT, Level III	YC - STND - SUPV/MGR YF - S&E - SUPV/MGR YJ - MED - SUPV/MGR	Pay Band 1
<p>* Position is converted to a nonsupervisory pay band but is titled and coded as supervisory under the mixed position criteria in SC200.2.4.</p> <p>** As preparation for conversion, Components shall review supervisory positions, to be converted from NH-IV, and whose incumbents have a salary less than GS-14/10 + 5% to determine if such positions meet the criteria for pay band 3. Where the employing Component determines the position meets the criteria, the employee will be converted to pay band 3.</p>		

NSPS Classification Structure

The following outlines the NSPS structure. The occupations assigned to each career group (CG) and pay schedule (PS) are listed starting on page 10 of this Handbook. The two-letter designator shown in parentheses below is the pay plan code for each PS.

1. Standard CG. There are four PSs in the Standard CG:

1.1. Standard CG - Professional/Analytical PS (YA). This PS includes positions in both professional and analytical occupations. It consists of three PBs: PB 1 is for entry and developmental positions only; PB 2 is for work at the full-performance level; and PB 3 is for expert work.

1.2. Standard CG - Technician/Support PS (YB). This PS comprises technician and support work in this CG, and includes three PBs. PBs 1 and 2 represent typical full-performance work; PB 3 is expert work.

1.3. Standard CG - Supervisor/Manager PS (YC). Employees who supervise work in the STND CG are classified in this schedule. To be considered a supervisor, an employee must have responsibility for a subordinate workforce, including military, volunteers, and other non-contractor personnel, with responsibility for assessing and rating the performance of subordinates. There are three PBs in this PS; assignment of a position to PB 1, 2, or 3 is determined by factors such as type and level of work supervised, and level of supervision (immediate, intermediate, or manager - see Resource Sheet E).

1.4. Standard CG - Student Educational Employment PS (YP). This program provides for noncompetitive appointments of students to Federal positions. Under 5 CFR 213.3202 (a) employees appointed under SEEP may perform full- or part-time work at any time of the year and must be enrolled (or accepted for enrollment) in an accredited educational institution. The program provides two types of work opportunities:

- *Student Temporary Employment Program (STEP)* appointments are limited to one year at a time. STEP employees may perform any type of work with the occupational code determined by the type of work performed.

Student Career Experience Program (SCEP) appointments have no time limit, but appointees must meet the same requirements as for term and career appointments. SCEP employees typically perform work related to the type of academic program being pursued. Positions encumbered by SCEP employees are classified in the XX99 occupational codes, and are titled as student trainees, e.g., 0899, Student Trainee (Engineering/Architecture); 1199, Student Trainee (Business/Industry).

2. Scientific & Engineering CG. The S&S&E CG covers professional, technician, and supervisory work in the engineering and scientific disciplines. It is subdivided into three PSs:

2.1. Scientific & Engineering CG - Professional PS (YD). Work classified in this schedule is limited to professional engineering and scientific disciplines. Work in the 0873, Ship Survey Specialist, occupation is analytical work and is placed in the STND CG (YA). This PS consists of three PBs: PB 1 is for entry and developmental positions only; PB 2 is for work at the full-performance level; and PB 3 is for expert work.

2.2. Scientific & Engineering CG - Technician/Support PS (YE). This PS comprises specialized technician work in support of professional engineering and scientific work, and includes four PBs. PBs 1 and 2 represent typical full-performance work; PB 3 is expert work; and PB 4 is work that requires an unusually high degree of expertise.

2.3. Scientific & Engineering CG - Supervisor/Manager PS (YF). Employees who supervise work in the S&S&E CG are classified in this schedule. Employees may be covered by this schedule only if they meet the minimum criteria for supervisory work described in section 1.3. Assignment of a position to one of the three PBs is determined by factors such as type and level of work supervised, and level of supervision (immediate, intermediate, or manager - see Resource Sheet E).

3. Medical Career Group. The MED CG covers professional, technician, and support work in the medical field. It consists of four PSs:

3.1. Medical CG – Physician/Dentist PS (YG). This schedule, with two PBs, is limited to 0602 Physician and 0680 Dentist positions based on their distinctive compensation practices and career progression.

3.2. Medical CG - Professional PS (YH). All other professional occupations in the medical field are covered by this PS, consisting of three PBs. PB 1 is for entry and developmental positions only; PB 2 is for work at the full-performance level; and PB 3 is for Component-level program manager/experts. Analytical occupations in the medical and health area are covered by the STND CG. Physician's Assistants, 0603, are included in YH because their compensation is closely aligned with other occupations in this PS.

3.3. Medical CG - Technician/Support PS (YI). This PS includes specialized technician and other medical and health support work, and consists of three PBs. PBs 1 and 2 represent typical full-performance work; PB 3 is expert work.

3.4. Medical CG – Supervisor/Manager PS (YJ). Employees who supervise work in the MED CG are classified in this PS. Employees are covered by this schedule only if they meet the minimum criteria for supervisory work described in section 1.3. Assignment of a position to one of the four PBs is determined by factors such as type and level of work supervised, and level of supervision (immediate, intermediate, or manager - see appendix E). All supervisory 0602

Physician and 0680 Dentist positions are classified to PB-4. Only supervisory 0602 Physician and 0680 Dentist positions are eligible for PB-4.

4. Investigative & Protective Services CG. The I&P CG includes both investigative and protective services work.

4.1. Investigative & Protective Services CG - Investigative PS (YK). This PS covers investigative and security work and consists of three PBs: PB 1 is for entry and developmental positions only; PB 2 is for work at the full-performance level; and PB 3 is for expert work. It includes the following occupations: 1811, Criminal Investigator; 1812, Game Law Enforcement Specialist and Officer; 0072 Fingerprint Specialist; and 0006, Correctional Program Specialist. General investigative, inspection, and compliance work (e.g., work typical of inspector general office staffs) is covered by the STND CG.

4.2. Investigative & Protective Services CG - Fire Protection PS (YL). This schedule, with four PBs, applies to the special category of Firefighter, Fire Chief, and Fire Protection Inspector/Specialist occupations in the 0081 occupational code.

4.3. Investigative & Protective Services CG - Police/Security Guard Pay Schedule (YM). This PS, with two PBs, applies exclusively to two occupations: 0083, Police Officer; and 0085, Security Guard.

4.4. Investigative & Protective Services CG – Supervisor/Manager PS (YN). Employees who supervise work in the I&P CG are covered by this schedule. Employees are covered by this schedule only if they meet the minimum criteria for supervisory work described in section 1.3 of this Resource Sheet. Assignment of a position to one of the three PBs is determined by factors such as type and level of work supervised, and level of supervision (immediate, intermediate, or manager - see Resource Sheet E).

Career Groups, Pay Schedules, and Pay Plan Codes

PAY SCHEDULE NAME	PAY SCHED CODE
Standard Career Group - Professional/Analytical Pay Schedule	YA
Standard Career Group - Technical/Support Pay Schedule	YB
Standard Career Group - Supervisor/Manager Pay Schedule	YC
Standard Career Group - Student Educational & Employment Pay Schedule	YP
Engineering & Scientific Career Group - Professional Pay Schedule	YD
Engineering & Scientific Career Group - Technician/Support Pay Schedule	YE
Engineering & Scientific Career Group - Supervisor/Manager Pay Schedule	YF
Medical Career Group – Physician/Dentist Pay Schedule	YG
Medical Career Group - Professional Pay Schedule	YH
Medical Career Group - Technician/Support Pay Schedule	YI
Medical Career Group - Supervisor/Manager Pay Schedule	YJ
Investigative & Protective Services Career Group - Investigative Pay Schedule	YK
Investigative & Protective Services Career Group - Fire Protection Pay Schedule	YL
Investigative & Protective Services Career Group - Police/Security Guard Pay	YM
Investigative & Protective Services Career Group - Supervisor/Manager Pay	YN

Occupational Codes By Career Group And Pay Schedule

STANDARD CAREER GROUP Professional/Analytical Pay Schedule (YA)	
Occ Code	Occupation Name
0018	Safety and Occupational Health Specialist
0020	Community Planner
0023	Outdoor Recreation Planner
0028	Environmental Protection Specialist
0030	Sports Specialist
0050	Funeral Specialist
0060	Chaplain
0062	Clothing Designer
0080	Security Specialist
0101	Social Science
0110	Economist
0130	Foreign Affairs Specialist
0131	International Relations Specialist
0132	Intelligence Specialist
0142	Manpower Development Specialist
0150	Geographer
0170	Historian
0180	Psychologist
0184	Sociologist
0185	Social Worker
0187	Social Services Specialist
0188	Recreation Specialist
0190	Anthropologist
0193	Archeologist
0201	Human Resources Specialist
0243	Apprenticeship and Training Representative
0260	Equal Employment Opportunity Specialist
0301	General Analysis
0340	Program Manager
0341	Management Services Specialist
0342	Support Services Specialist
0343	Management and Program Analyst
0346	Logistics Management Specialist
0360	Equal Opportunity Compliance Specialist
0391	Telecommunications Specialist

STANDARD CAREER GROUP Professional/Analytical Pay Schedule (YA)	
Occ Code	Occupation Name
0501	Finance
0505	Financial Management Specialist
0510	Accountant
0511	Auditor
0526	Tax Specialist
0560	Budget Analyst
0669	Medical Records Specialist
0670	Health System Administrator
0671	Health System Specialist
0673	Hospital Housekeeping Specialist
0685	Public Health Specialist
0688	Sanitation Specialist
0873	Ship Survey Specialist
0901	Legal Specialist
0904	Law Clerk
0905	Attorney
0950	Paralegal Specialist
0967	Passport and Visa Specialist
0996	Veterans Claims Specialist
1001	Arts and Information
1008	Interior Design Specialist
1010	Exhibits Specialist
1015	Curator
1020	Illustrator
1035	Public Affairs Specialist
1040	Language Specialist
1051	Music Specialist
1054	Theater Specialist
1056	Art Specialist
1071	Audiovisual Production Specialist
1082	Writer and Editor
1083	Technical Writer and Editor
1084	Visual Information Specialist
1101	Business
1102	Contract Specialist
1103	Industrial Property Specialist
1104	Property Disposal Specialist
1130	Public Utilities Specialist
1140	Trade Specialist
1144	Commissary Specialist
1150	Industrial Specialist
1160	Financial Analyst

STANDARD CAREER GROUP Professional/Analytical Pay Schedule (YA)	
Occ Code	Occupation Name
1163	Insurance Examining Specialist
1170	Realty Specialist
1171	Appraiser
1173	Housing Specialist
1176	Building Management Specialist
1221	Patent Adviser
1222	Patent Attorney
1361	Navigational Information Specialist
1397	Document Analysis Specialist
1410	Librarian
1412	Technical Information Specialist
1420	Archivist
1601	Facilities and Equipment
1630	Cemetery Administration Specialist
1640	Facility Management Specialist
1654	Printing Management Specialist
1658	Laundry Management Specialist
1667	Food Services Specialist
1670	Equipment Specialist
1701	Education and Training
1703	Education Specialist
1710	Teacher and Education Program Administrator
1712	Training Instructor
1720	Education Program Specialist
1725	Public Health Educator
1740	Education Services Specialist and Guidance Counselor
1750	Instructional Systems Specialist
1801	Inspection, Investigation, and Compliance
1810	Investigator
1815	Air Safety Investigation Specialist
1825	Aviation Safety Specialist
1890	Customs Inspector
1910	Quality Assurance Specialist
2001	Supply Specialist
2003	Supply Management Specialist
2010	Inventory Management Specialist
2030	Distribution Facilities and Storage Specialist
2032	Packaging Specialist
2050	Supply Cataloging Specialist
2101	Transportation Specialist
2130	Traffic Management Specialist

STANDARD CAREER GROUP Professional/Analytical Pay Schedule (YA)	
Occ Code	Occupation Name
2150	Transportation Operations
2152	Air Traffic Control Specialist
2161	Marine Cargo Specialist
2181	Pilot and Flight Instructor
2183	Navigator and Weapon Systems Specialist
2210	Information Technology Specialist

STANDARD CAREER GROUP Student Educational Employment Pay Schedule (YP)	
Occ Code	Occupation Name
0099	General Student Trainee
0199	Social Science Student Trainee
0299	Human Resources Student Trainee
0399	General Analysis/Office Support Student Trainee
0499	Biological Science Student Trainee
0599	Finance Student Trainee
0699	Medical and Health Student Trainee
0899	Engineering and Architecture Student Trainee
0999	Legal Student Trainee
1099	Information and Arts Student Trainee
1199	Business Student Trainee
1399	Physical Science Student Trainee
1499	Library Student Trainee
1599	Mathematics and Statistics Student Trainee
1699	Equipment and Facilities Management Student Trainee
1799	Education Student Trainee
1899	Investigation Student Trainee
1999	Quality Assurance Student Trainee
2099	Supply Student Trainee
2199	Transportation Student Trainee
2299	Information Technology Student Trainee

STANDARD CAREER GROUP Technician/Support Pay Schedule (YB)	
Occ Code	Occupation Name
0019	Safety Technician
0021	Community Planning Technician
0025	Park Ranger
0029	Environmental Protection Technician
0086	Security Technician

STANDARD CAREER GROUP Technician/Support Pay Schedule (YB)	
Occ Code	Occupation Name
0090	Visitor Guide
0102	Social Science Support
0119	Economics Technician
0134	Intelligence Technician
0181	Psychology Technician
0186	Social Services Technician
0189	Recreation Technician
0203	Human Resources Technician
0302	Messenger
0303	General Support
0304	Information Receptionist
0305	Mail and File Technician
0309	Correspondence Technician
0312	Stenographer
0318	Secretary
0319	Closed Microphone Reporter
0322	Typist
0326	Office Automation Technician
0344	Management and Program Technician
0350	Equipment Operator
0356	Data Transcriber
0357	Coding Technician
0361	Equal Opportunity Technician
0382	Telephone Operator
0390	Telecommunications Equipment Operator
0392	Telecommunications Technician
0394	Communications Technician
0503	Financial Technician
0525	Accounting Technician
0530	Cash Processing Technician
0540	Voucher Examiner
0544	Civilian Pay Technician
0545	Military Pay Technician
0561	Budget Technician
0675	Medical Records Technician
0679	Medical Support Technician
0962	Contact Representative
0963	Legal Instruments Examiner
0986	Legal Technician
0998	Claims Technician
1002	Arts and Information Support
1016	Museum Technician

STANDARD CAREER GROUP Technician/Support Pay Schedule (YB)	
Occ Code	Occupation Name
1021	Drafting Technician
1046	Language Technician
1060	Photographer and Videographer
1087	Editorial Technician
1105	Purchasing Technician
1106	Procurement Technician
1107	Property Disposal Technician
1108	Business Support
1152	Production Controller
1411	Library Technician
1421	Archives Technician
1603	Equipment, Facilities, and Services Support
1702	Education and Training Technician
1802	Inspection, Investigation, and Compliance Support
1863	Food Inspector
1897	Customs Technician
2005	Supply Technician
2091	Sales Store Technician
2102	Transportation Technician
2131	Freight Rate Technician
2135	Transportation Loss and Damage Claims Examiner
2144	Cargo Scheduling Technician
2151	Dispatching Technician
2154	Air Traffic Control Technician
2185	Flight Engineer, Aerial Refueling Technician, and Aircraft Loadmaster
2203	Computer Operator
2204	Computer Technician

STANDARD CAREER GROUP SUPERVISOR/MANAGER PAY SCHEDULE (YC)	
Occ Code	Occupation Name
0313	Work Unit Supervisor

SCIENTIFIC & ENGINEERING CAREER GROUP Professional Pay Schedule (YD)	
Occ Code	Occupation Name
0401	Biological Science
0403	Microbiologist

SCIENTIFIC & ENGINEERING CAREER GROUP Professional Pay Schedule (YD)	
Occ Code	Occupation Name
0405	Pharmacologist
0408	Ecologist
0410	Zoologist
0413	Physiologist
0414	Entomologist
0415	Toxicologist
0430	Botanist
0437	Horticulturist
0454	Rangeland Management Specialist
0457	Soil Conservationist
0460	Forester
0471	Agronomist
0480	Fish and Wildlife Biologist
0482	Fishery Biologist
0486	Wildlife Biologist
0487	Animal Scientist
0801	Engineering
0803	Safety Engineer
0804	Fire Protection and Prevention Engineer
0806	Materials Engineer
0807	Landscape Architect
0808	Architect
0810	Civil Engineer
0819	Environmental Engineer
0830	Mechanical Engineer
0840	Nuclear Engineer
0850	Electrical Engineer
0854	Computer Engineer
0855	Electronics Engineer
0858	Biomedical Engineer
0861	Aerospace Engineer
0871	Naval Architect
0881	Petroleum Engineer
0892	Ceramic Engineer
0893	Chemical Engineer
0894	Welding Engineer
0896	Industrial Engineer
1301	Physical Science
1306	Health Physicist
1310	Physicist

SCIENTIFIC & ENGINEERING CAREER GROUP Professional Pay Schedule (YD)	
Occ Code	Occupation Name
1313	Geophysicist
1315	Hydrologist
1320	Chemist
1321	Metallurgist
1330	Astronomer and Astrophysicist
1340	Meteorologist
1350	Geologist
1360	Oceanographer
1370	Cartographer
1372	Geodesist
1373	Land Surveyor
1382	Food Technologist
1384	Textile Technologist
1386	Photographic Technologist
1501	General Mathematics & Statistics
1510	Actuary
1515	Operations Research Analyst
1520	Mathematician
1529	Mathematical Statistician
1530	Statistician
1550	Computer Scientist

SCIENTIFIC & ENGINEERING CAREER GROUP Technician/Support Pay Schedule (YE)	
Occ Code	Occupation Name
0404	Biological Science and Laboratory Technician
0458	Soil Conservation Technician
0462	Forestry Technician
0802	Engineering Technician
0809	Construction Inspection Technician
0817	Surveying Technician
0856	Electronics Technician
0895	Industrial Engineering Technician
1311	Physical Science Technician
1316	Hydrologic Technician
1341	Meteorological Technician
1371	Cartographic Technician
1374	Geodetic Technician
1521	Mathematics Technician
1531	Statistical Assistant

MEDICAL CAREER GROUP Physician/Dentist Pay Schedule (YG)	
Occ Code	Occupation Name
0602	Physician
0680	Dentist

MEDICAL CAREER GROUP Professional Pay Schedule (YH)	
Occ Code	Occupation Name
0601	Health Science
0603	Physician's Assistant
0610	Nurse
0630	Dietitian and Nutritionist
0631	Occupational Therapist
0633	Physical Therapist
0638	Recreation and Creative Arts Therapist
0644	Medical Technologist
0660	Pharmacist
0662	Optometrist
0665	Speech Pathologist and Audiologist
0668	Podiatrist
0690	Industrial Hygienist
0701	Veterinarian

MEDICAL CAREER GROUP Technician/Support Pay Schedule (YI)	
Occ Code	Occupation Name
0620	Practical Nurse
0621	Nursing Assistant
0622	Medical Supply Technician
0625	Autopsy Technician
0636	Rehabilitation Therapy Technician
0640	Health Technician
0642	Nuclear Medicine Technician
0645	Medical Technician
0646	Cytology, Histopathology, and Pathology Technician
0647	Diagnostic Radiologic Technician
0648	Therapeutic Radiologic Technician
0649	Medical Instrument Technician
0651	Respiratory Therapy Technician
0661	Pharmacy Technician

MEDICAL CAREER GROUP Technician/Support Pay Schedule (YI)	
Occ Code	Occupation Name
0664	Restoration Technician
0667	Orthotics and Prosthetics Technician
0681	Dental Assistant
0682	Dental Hygienist
0683	Dental Laboratory Technician
0698	Environmental Health Technician
0704	Animal Health Technician

INVESTIGATIVE & PROTECTIVE SERVICES CAREER GROUP Investigative Pay Schedule (YK)	
Occ Code	Occupation Name
0006	Correctional Program Specialist
0072	Fingerprint Specialist
1811	Criminal Investigator
1812	Game Law Enforcement Specialist and Officer

INVESTIGATIVE & PROTECTIVE SERVICES CAREER GROUP Fire Protection Pay Schedule (YL)	
Occ Code	Occupation Name
0081	Firefighter

INVESTIGATIVE & PROTECTIVE SERVICES CAREER GROUP Police/Security Guard Pay Schedule (YM)	
Occ Code	Occupation Name
0083	Police Officer and Detective
0085	Security Guard

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Standard Career Group - Professional/Analytical Pay Schedule

Schedule Instructions for Use:

Pay band levels encompass a range of work. Descriptors represent the threshold (“floor”) of each range of work. A position must meet a descriptor to be assigned to that Pay Band level.

Select the appropriate Pay Band level descriptor.

DESCRIPTORS

Pay Band Level 1

Entry/Intern/Developmental positions. Employees are assigned work designed to provide the competencies, skills and experiences needed to perform pay band level 2 work. This level is not considered Full-Performance/Journey level for occupations in this pay schedule.

Pay Band Level 2

Full-Performance/Journey level positions. The employee is an experienced worker who has passed the pay band Level 1 trainee state and is performing the typical Full-Performance/Journey level work for occupations in this pay schedule. This level is appropriate for most installation and headquarters positions in DoD occupations in this pay schedule. *At the installation and/or regional level, e.g., Corps of Engineers District or Division, garrisons, Major Subordinate Commands (MSCs), depots; the employee may function as a widely recognized technical authority or local expert. Examines missions, functions, work processes, organizations, records, reports, and functional statements to gather, correlate, analyze, determine, and recommend action to resolve problems, improve the efficiency of operations or participates in the development of new policies and procedures.*

May serve as the subject matter expert in a highly specialized area responsible for interpreting regulations, developing local compliance procedures, and addressing related problem situations.

Work at this level typically performs action officer work, implementing and/or recommending actions vice policy changes.

Pay Band Level 3

Subject matter expert/program manager level positions. Employees at this level are either subject matter experts or project/ program managers. Work at this level typically involves responsibility for program development and/or oversight of major Department (OSD) level or Component/Command (or equivalent) level programs. The scope of the work is typically the “big picture” rather than “action officer work”.

At this level, work involves resolving problems or issues, impacting programs that extend across Components or throughout a Component/Commands (or equivalent) organization. Organizations where this work resides typically include DoD Agencies, military department headquarters, a major military command; and other organizations with equivalent delegated program responsibilities.

Program. A program may be professional, scientific, technical, analytical, or fiscal in nature. Examples of programs at this level, include IT networks, nuclear safety, logistics or financial management for major weapons platforms, etc. They also include Component/Command-wide human resources compensation or labor relations, accounting and audit, oversight of a number of large industrial installations (logistics centers, depots), etc. Programs are usually located in Component/Command headquarters and are carried out in multiple installations and/or regions.

Project. Projects are of a specific duration while programs are ongoing. Projects require the definition of the project goals; developing plans, schedules and cost estimates for attaining them; determining what functions should be contracted and which should be in-house, establishing evaluation and assessments, and exercising delegated responsibility and authority for decisions.

Project/Program manager. A project/program manager is responsible for an entire project/program throughout the organization. Develops project/program requirements, objectives, and metrics; and resolves conflicts among schedules, funding, and resources. Develops Command/ Component program policies, resolves critical problems or issues related to policy application, and coordinate major program functions within the Command/Component and subordinate installations. Work is often interrelated and interdependent with other Command/Component program managers. Provides policy guidance to action officers and technical experts. Serves as the final technical authority for the organization, e.g., command.

Subject-matter expert. A subject-matter expert is recognized as a technical authority throughout the organization (e.g., component, command, etc.). Subject-matter experts typically advise management and colleagues on difficult problems, conduct special studies, propose options and alternatives, represent the command, etc.

Subject-matter experts often participate in committees and seminars of Command, Component, or DoD importance. This involves meeting with other experts having a variety of viewpoints or objectives on issues of considerable consequence or importance; presenting the Command/Component's rationale or position on specific problems; and participating in the problem solving process by negotiation, compromise, or developing suitable alternatives.

The fact that a position is the senior specialist in an organization performing a certain type of work does not automatically mean the incumbent is an expert. For example, the senior Housing Manager in a Family Housing Office is not a subject-matter expert for purposes of assigning Level 3.

Scope and Impact of Positions.

A position's scope of authority and impact of decisions generally aligns with the missions and functions of its organization (e.g., installation, FOA, DRU, command, component, etc.). For

example, an employee developing Command-wide procedures ordinarily has more responsibility than an employee developing region-wide procedures. In turn a region-wide or major subordinate command employee ordinarily has more responsibility than an employee developing installation-wide procedures.

Standard Career Group - Technician and Support Pay Schedule

Instructions for Use:

Pay band levels encompass a range of work. Descriptors represent the threshold (“floor”) of each range of work. A position must meet a descriptor to be assigned to that Pay Band level. Select the appropriate Pay Band level descriptor.

DESCRIPTORS

Pay Band Level 1

Clerical work: All clerical work is in this pay band. Work typically includes answering the phone; filing; opening and distributing the mail; typing correspondence; processing documents, forms, or other paperwork; maintaining logs; obtaining office supplies and services; etc. Clerical work is largely repetitive and involves finding and using established procedural guidelines such as work samples, references, and operating manuals. Guidelines are complete and specific, permitting little discretion in their application. Employees work according to the guides. The supervisor approves deviations from these guides.

NOTE: Much secretarial work consists primarily of Level 1 clerical work. However, some secretarial work involves administrative technician support functions typical of Level 2.

Technician support work: Procedure and routine technician work is also in this pay band. Procedures are well known by the technician. Employees work in strict adherence to the guidelines. Employees use initiative to perform recurring assignments. Decision making is limited since the technician is provided specific and detailed guidelines, instructions, and procedures for all important aspects of the work. Changes or deviations must be approved by the supervisor or a higher level employee.

Pay Band Level 2

At this level employees use substantive subject-matter knowledges to perform work. Guidelines often are not specific and not directly applicable to employee assignments. Employees work independently to identify what facts and situations are the most important and use them to choose the most appropriate guidance. This often requires independently interpreting and adapting policies, guides, procedures, regulations, and precedents to new or unique situations. Employees are very familiar with a large number of guides.

Pay Band Level 3

Complex and unique technical work is in this pay band. Guidelines always have significant gaps requiring the employee to identify the most significant issues and important facts. The employee

exercises a high degree of initiative in searching out sources of information, much of it indirect or obscure, to make these determinations.

Employee independently modifies or improvises partially applicable procedures to accommodate unusual situations and complete complex and/or one-of-a-kind assignments. In the absence of complete information, employees independently develop new criteria, methods, and procedures to solve complex problems.

The employee's expertise allows the resolution of virtually all technical and policy problems. The employee is delegated considerable latitude and authority to commit the work unit or installation without prior supervisory approval.

Note: This level is reserved for positions in the following occupations: YB-0025, Park Manager, YB-1016, Museum Technician; YB-1060, Photographer; YB-1152, Production Controller; YB-1421, Archive Technician (at this level, the employee performs work normally assigned to a professional archivist); YB-1702, Education and Training Technician; and YB-2185, Aircrew Technician. Level 3 is also applicable for a few YB-318, Secretary positions located at DoD Agencies, military department headquarters and major military command headquarters.

Positions performing work in other occupations covered by the Nonsupervisory Technician and Support Standard Pay Schedule are not assigned to Level 3.

Standard Career Group – Supervisor / Manager Pay Schedule

To be classified as a supervisor, and assigned a pay band level in the Supervisor/Manager Standard Pay Schedule (PS), the position must perform the supervisory functions of an Immediate Supervisor listed below. Supervised employees may include Federal civilian employees, Federal military or uniformed service employees, volunteers, or other noncontractor personnel. Positions with oversight responsibilities only over private sector contractors do not meet this definition.

Exclude: Positions exercising less than the minimum supervisory authorities of an Immediate Supervisor. They are assigned to a pay band level in either the Pay Schedule for Nonsupervisory Professional/Analytical occupations or the Pay Schedule for Nonsupervisory Technician/Support occupations.

Number of subordinates. A supervisory position cannot be established on the basis of only one subordinate position. The establishment of supervisory positions is based on the need for the position; the cost of the position; and other business-based decisions.

Base Level. The level which best represents the work of the nonsupervisory subordinates. Intern, trainee, and developmental work is equivalent to the full-performance level. Selecting the appropriate base level is not always clear-cut or mechanical. Often subordinate positions are classified in more than one PS and/or PB. In such situations, the selection may be based on organizational requirements and other business-based decisions. For base level determination FWS positions are considered equivalent to the following:

YE Pay Band 1	YE Pay Band 2	YE Pay Band 3
WG-1 to 8	WG-9 to 12	WG-13 to 15

Immediate supervisors must perform all of the following:

- Assign work to subordinates based on priorities, difficulty of assignments, and the capabilities of employees;
- Develop performance standards and rate employees;
- Interview candidates for subordinate positions; recommend hiring, promotion, or reassignments;
- Take disciplinary measures, such as warnings and reprimands;
- Identify developmental and training needs of employees; provide and/or arrange for needed development and training.

Intermediate supervisors must perform all of the following:

Perform all of the immediate supervisory functions listed above for subordinate supervisors. In addition, intermediate supervisors:

- Make decisions on technical and personnel problems presented by subordinate supervisors;
- Review evaluations of nonsupervisory employees rated by subordinate supervisors;
- Assure reasonable equity of individual employee performance objectives, standards and ratings among subordinate organizations;
- Recommend performance awards and salary/bonus distribution for subordinate employees;
- Evaluate subordinate supervisors;
- Make or approve selections for subordinate nonsupervisory positions;
- Recommend selections for subordinate supervisory positions

Managers must perform all of the following:

Typically perform all of the immediate and intermediate supervisory functions listed above.

- In addition, managers work with Commanding Officers (or civilian equivalent) and other senior management officials of their organization in the development of the organization's (i.e., installation through Component level) primary mission goals and objectives. Typically, heads an organization with responsibility for ensuring subordinate supervisors meet their organizational goals and objectives.

Deputy Positions are normally in the same supervisory pay band level as the position to which they report. A deputy to an SES position (or any other position which exceeds pay band level 3) is normally in pay band level 3.

Titling: Supervisory positions are titled using Resource Sheet D, NSPS Occupational Definitions, Codes and Titles. Positions that meet the minimum requirements for coverage are titled as supervisory even if the supervisory work is not the basis for Pay Schedule and Pay Band determination. Positions that do not meet the minimum coverage requirements cannot be titled "Supervisory."

Level Conversion Chart

Step 1 - Select the appropriate Nonsupervisory base level Pay Schedule (PS)

Step 2 - Select the appropriate Supervisory level

Step 3 - Assign the indicated Pay Band (PB) level

Nonsupervisory base level Pay Schedule and Pay Band Level	Immediate Supervisor	Intermediate Supervisor	Manager
Technician/Support PB 1	Supervisory PB 1	Supervisory PB 1	Not applicable
Technician/Support PB 2	Supervisory PB 1	Supervisory PB 2	Not applicable
Technician/Support PB 3	Supervisory PB 2	Supervisory PB 2	Not applicable
Professional/Analytical PB 1	Not applicable	Not applicable	Not applicable
Professional/Analytical PB 2	Supervisory PB 2	Supervisory PB 2	Supervisory PB 3
Professional/Analytical PB 3	Supervisory PB 3	Supervisory PB 3	Supervisory PB 3

Standard Career Group – Student Educational Employment Program Pay Schedule

Instructions for Use:

There is only one pay band for employees covered by the Student Educational Employment Program (SEEP). This pay band encompasses the full range of SEEP work within the Department of Defense. Positions which meet the provisions of SC200.5.6 are assigned to this pay band.

DESCRIPTOR

Pay band 1

This level encompasses the full range of SEEP positions within the Department of Defense and is appropriate for all installation and headquarters positions.

Scientific and Engineering Career Group – Professional Pay Schedule

Instructions for Use:

Pay band levels encompass a range of work. Descriptors represent the threshold (“floor”) of each range of work. A position must meet a descriptor to be assigned to that Pay Band level. Select the appropriate Pay Band level descriptor.

DESCRIPTORS

Pay Band Level 1

Entry/Intern/Developmental positions. Employees are assigned work designed to provide the competencies, skills and experiences needed to perform pay band level 2 work. This level is not considered Full-Performance/Journey level for occupations in this pay schedule.

Pay Band Level 2

Full-Performance/Journey level positions. The employee is an experienced worker who has passed the pay band Level 1 trainee state and is performing the typical Full-Performance/Journey level work for occupations in this pay schedule. This level is appropriate for most installation and headquarters positions in DoD occupations in this pay schedule. *This is the full performance level of work for engineers and scientists engaged in design, development, test and/or evaluation functions relative to defense systems. Work includes performing independent studies or assignments, and/or participating as full-fledged members of teams assigned to complex programs or projects.*

Employees at this level are usually the technical specialist responsible for the application of basic to advanced theories, concepts, principles and process for assigned area of responsibility (i.e. subject matter, function and/or equipment). The work may include design, development, testing, and/or monitoring contractors. Frequently assignments involve developing concepts for which limited applied research has been previously accomplished. There is a continuing need for compromises between the most desirable application of engineering or scientific principles and the exigencies of costs, priorities, schedules, and other factors. In construction fields, employees manage the efficient and effective coordination and accomplishment of the planning, scoping, development, design, construction, and direction of projects. Applies an extensive knowledge of management concepts, principles, methods and practices as well as knowledge of methods, practices and processes of engineering and science disciplines.

Pay Band Level 3

Subject matter technical expert/program manager level positions. Employees at this level are either subject matter technical experts or project/program managers. Work at this level typically involves responsibility for program development and/or oversight of major Department (OSD) level or Component/Command (or equivalent) level programs. The scope of the work is typically the “big picture” rather than “action officer work”.

At this level, work involves resolving problems or issues, impacting programs that extend across Components or throughout a Component/Command (or equivalent) organization. Organizations where this work resides typically include DoD Agencies, military department headquarters, a major military command; and other organizations with equivalent delegated program responsibilities.

Definitions:

Program. Examples of programs at this level include development of a major weapons system such as a new class of submarine, destroyer, aircraft, to those with a highly technical focus such as ordnance RTD&E, new or modified missiles, communications networks, missile propulsion and power systems; aircraft, and ship propulsion systems; electronic detecting and tracking systems; airlift systems; ordnance delivery systems; oversight and planning operations of large industrial installations (shipyards, logistics centers, depots); *planning, programming, design, construction, architecture, landscape architecture, interior design, and engineering, etc.* Programs are usually located in Component/Command headquarters and are carried out in multiple installations and/or regions.

Project. Projects are of a specific duration while programs are ongoing. Projects require the definition of the project goals; developing plans, schedules and cost estimates for attaining them; determining what functions should be contracted and which should be in-house, establishing evaluation and assessments, and exercising delegated responsibility and authority for decisions.

Project/Program manager. A project/program manager is responsible for an entire project/program throughout the organization. Develops project/program requirements, objectives, and metrics; and resolves conflicts among schedules, funding, and resources. Develops Command/Component program policies, resolves critical problems or issues related to policy application, and coordinate major program functions within the Command/Component and subordinate installations. Work is often interrelated and interdependent with other Command/Component program managers. Provides policy guidance to action officers and technical experts. Serves as the final technical authority for the organization, e.g., command.

Subject-matter expert. A subject-matter technical expert is recognized as a technical authority throughout the organization (e.g., component, command, installation whose primary mission is RTD&E, etc.). Subject-matter technical experts typically advise management and colleagues on difficult problems, conduct special studies, propose options and alternatives, represent the command, etc.

Examples of engineering subject-matter technical experts include:

- Expert in one or more of the following functions (design, development, procurement, construction, testing, evaluation and operational maintenance) for a major system with specialized applications, e.g., missile propulsion and power systems; aircraft, and ship propulsion systems; electronic detecting and tracking systems; airlift systems, ordnance delivery systems; etc. Ensures that subsystems and components being developed by the various Defense organizations and contractors are compatible.
- Responsibility for design, development, procurement, construction, testing, evaluation, and operational maintenance and safety features of newly developed or installed reactor components.
- Conducting a highly complex test program with extensive and diverse engineering requirements where systems and components are prototype and developmental.
- Conducting basic or applied research on problems of exceptional difficulty whose solution is a major scientific advance with extensive practical applications.

Examples of scientific subject-matter technical experts include:

- Combining cartographic technology from several military services into a single set of electronic cartographic tools.
- *Overseeing projects involving flood control, navigation, drainage, irrigation, water supply, pollution abatement, salinity intrusion, sedimentation, and coastal protection and restoration over a widespread geographic or regional area.*

Subject-matter technical experts often participate in committees and seminars of Command, Component, or DoD importance. This involves meeting with other experts having a variety of viewpoints or objectives on issues of considerable consequence or importance; presenting the Command/Component's rationale or position on specific problems; and participating in the problem solving process by negotiation, compromise, or developing suitable alternatives. The fact that a position is the senior specialist in an organization performing a certain type of work does not automatically mean the incumbent is an "expert". For example, the senior Civil Engineer in a Family Housing Office is not a subject-matter expert for purposes of assigning Level 3.

Scope and Impact of Positions.

A position's scope of authority and impact of decisions generally aligns with the missions and functions of its organization (e.g., installation, FOA, DRU, command, component, etc.). For example, an employee developing Component-wide procedures ordinarily has more responsibility than an employee developing Command-wide procedures. In turn a Command level employee ordinarily has more responsibility than an employee developing installation-wide procedures.

However, the fact that a position is located at a Component or Command level does not automatically mean the incumbent is a subject-matter technical expert or project/program manager responsible for development and/or oversight of major OSD or Component (or

equivalent) projects/programs. Not all positions at a Component or Command level have Component-wide or Command-wide functions. Conversely, there are instances where subject-matter expert or project/program manager responsibilities, normally performed at Component or Command levels, are delegated/assigned to a lower level organization (FOA, DRU, installation). For example,

- Responsibility to manage the DoD small arms/ammunition program may be delegated to a Component.
- Responsibility to develop Component-wide construction program requirements and instructions may be assigned to a Major Command.
- Responsibility to develop Major Command-wide technical requirements may be assigned to an installation.

Scientific and Engineering Career Group – Technician/Support Pay Schedule

Instructions for Use:

Pay band levels encompass a range of work. Descriptors represent the threshold (“floor”) of each range of work. A position must meet a descriptor to be assigned to that Pay Band level.

Select the appropriate Pay Band level descriptor.

DESCRIPTORS

Pay Band Level 1

Employees perform procedural and routine engineering and scientific support work. Procedures are well known by employees. Employees work in strict adherence to the guidelines. They use initiative to perform recurring assignments. Decision making is limited since the employee is provided specific and detailed guidelines, instructions, and procedures for all important aspects of the work. Changes or deviations must be approved by the supervisor or a higher level technician.

Pay Band Level 2

Employees use substantive engineering and scientific subject-matter knowledge to perform work. Guidelines often are not specific and not directly applicable to employee assignments. Employees work independently to identify what facts and situations are the most important and use them to choose the most appropriate guidance and determine the best course of action. This often requires independently interpreting and adapting policies, guides, procedures, regulations, and precedents to new or unique situations. Employees are very familiar with a large number of guides.

Pay Band Level 3

Complex and/or unusual engineering and scientific technician work is in this pay band. Guidelines always have significant gaps requiring employees to identify the most significant issues and important facts. Employees exercise a high degree of initiative in searching out sources of information, much of it indirect or obscure, to make these determinations.

Employees independently modify or improvise partially applicable procedures to accomplish and complete complex and/or unusual assignments. In the absence of complete information, employees independently develop new criteria, methods, and procedures to solve problems.

The employees' expertise allows the resolution of virtually all technical and policy problems. The employee is delegated considerable latitude and authority to commit the work unit or installation without prior supervisory approval.

Pay Band Level 4

The employee's assignments involve unique problems and multiple complicating factors that limit the applicability of the guidelines and procedures normally used and create uncertainty about which approach will produce the best results. The employee's decisions are complicated by the size of and numerous interrelationships within and among the organizations, activities, and operations for which they are responsible.

Note: At this level, the employee performs work normally assigned to a professional engineer. This level is reserved for positions in the YE-802, Engineering Technician and YE-856, Electronics Technician occupations. Positions performing work in other occupations covered by the Nonsupervisory Engineering and Scientific Technician and Support Pay Schedule are not assigned to this level.

Scientific and Engineering Career Group – Supervisor/Manager Pay Schedule

To be classified as a supervisor, and assigned a pay band level in the Supervisor/Manager Engineering and Scientific Pay Schedule, the position must perform the supervisory functions of an Immediate Supervisor listed below. Supervised employees may include Federal civilian employees, Federal military or uniformed service employees, volunteers, or other noncontractor personnel. Positions with oversight responsibilities only over private sector contractors do not meet this definition.

Exclude: Positions exercising less than the minimum supervisory authorities of an Immediate Supervisor. They are assigned to a pay band level in either the Pay Schedule for Nonsupervisory Professional Engineering and Scientific occupations or the Pay Schedule for Nonsupervisory Engineering and Scientific Technician and Support occupations.

Number of subordinates. A supervisory position cannot be established on the basis of only one subordinate position. The establishment of supervisory positions is based on the need for the position; the cost of the position; and other business-based decisions.

Base Level. The level which best represents the work of the nonsupervisory subordinates. Intern, trainee, and developmental work is equivalent to the full performance. Selecting the appropriate base level is not always clear-cut or mechanical. Often subordinate positions are classified in more than one PS and/or PB. In such situations, the selection may be based on organizational requirements and other business-based decisions. For base level determination FWS positions are considered equivalent to the following:

YE Pay Band 1	YE Pay Band 2	YE Pay Band 3
WG-1 to 8	WG-9 to 12	WG-13 to 15

Immediate supervisors must perform all of the following:

- Assign work to subordinates based on priorities, difficulty of assignments, and the capabilities of employees;
- Develop performance standards and rate employees;
- Interview candidates for subordinate positions; recommend hiring, promotion, or reassignments;
- Take disciplinary measures, such as warnings and reprimands;

- Identify developmental and training needs of employees; provide and/or arrange for needed development and training.

Intermediate supervisors must perform all of the following:

Perform all of the immediate supervisory functions listed above for subordinate supervisors. In addition, intermediate supervisors:

- Make decisions on technical and personnel problems presented by subordinate supervisors;
- Review evaluations of nonsupervisory employees rated by subordinate supervisors;
- Assure reasonable equity of individual employee performance objectives, standards and ratings among subordinate organizations;
- Recommend performance awards and salary/bonus distribution for subordinate employees;
- Evaluate subordinate supervisors;
- Make or approve selections for subordinate nonsupervisory positions;
- Recommend selections for subordinate supervisory positions

Managers must perform all of the following:

Typically perform all of the immediate and intermediate supervisory functions listed above.

- In addition, managers work with Commanding Officers (or civilian equivalent) and other senior management officials of their organization in the development of the organization's (i.e., installation through Component level) primary mission goals and objectives. Typically, heads an organization with responsibility for ensuring subordinate supervisors meet their organizational goals and objectives.

Deputy Positions are normally in the same supervisory pay band level as the position to which they report. A deputy to an SES position (or any other position which exceeds pay band level 3) is normally in pay band level 3.

Titling: Supervisory positions are titled using Resource Sheet D, NSPS Occupational Definitions, Codes and Titles. Positions that meet the minimum requirements for coverage are titled as supervisory even if the supervisory work is not the basis for Pay Schedule and Pay Band determination. Positions that do not meet the minimum coverage requirements cannot be titled "Supervisory."

Level Conversion Chart

Step 1 - Select the appropriate Nonsupervisory base level Pay Schedule (PS)

Step 2 - Select the appropriate Supervisory level

Step 3 - Assign the indicated Pay Band (PB) level

Nonsupervisory base level Pay Schedule and Pay Band Level	Immediate Supervisor	Intermediate Supervisor	Manager
Technician/Support, PB 1	Supervisory, PB 1	Supervisory PB 1	Not applicable
Technician/Support PB 2	Supervisory PB 1	Supervisory PB 2	Not applicable
Technician/Support PB 3	Supervisory PB 2	Supervisory PB 2	Not applicable
Technician/Support PB 4	Not applicable	Not applicable	Not applicable
Professional PB 1	Not applicable	Not applicable	Not applicable
Professional PB 2	Supervisory PB 2	Supervisory PB 2	Supervisory PB 3
Professional PB 3	Supervisory PB 3	Supervisory PB 3	Supervisory PB 3

Medical Career Group – Physician/Dentist Pay Schedule

APPENDIX E

Part I

Instructions for Use:

Pay bands encompass a range of work. Pay band 2 and pay band 3 descriptors represent the threshold (“floor”) of each range of work. A position must meet a descriptor to be assigned to that pay band.

Select the appropriate pay band descriptor.

DESCRIPTOR

Pay band 1

There is no physician/dentist pay band 1 since there are no entry/developmental positions in where employees carry out physician/dentist assignments designed to provide the competencies, skills and experiences needed to perform pay band 2 work.

Pay band 2

Physician/dentist positions involve the full range of cases, including the very difficult, in a medical specialty. In hospitals they serve as consultants on the most difficult cases and perform the most advanced diagnostic and treatment procedures. They are also responsible for medical students, interns or residents assigned for training in their specialty. They may also engage in some research projects. This level is appropriate for most clinical and hospital (and equivalent medical facilities) in DoD. It is also appropriate for some physician/dentist positions in Medical Command headquarters.

Pay band 3

A. Physician/dentists are responsible for the most difficult cases where they routinely diagnose rare and difficult-to-identify symptoms and are responsible for developing a full treatment regimen utilizing emerging techniques and/or prolonged or complicated procedures. Cases are often critical and require immediate decisions because patients have failed to respond to previously-tried treatment regimens. Within DoD, this level is typically found at medical research facilities and specialized DoD medical facilities (e.g., Walter Reed Army Medical Center for prosthesis, Brooke Army Medical Center for burn treatment, etc.). Physician/dentists can only be assigned to this level after written approval of the Component Headquarters or Component medical command (e.g., Department of the Navy's Bureau of Medicine and Surgery; U.S. Army Medical Command).

B. Medical program development and/or oversight of major Component/Command (or equivalent) or Department (OSD) level programs. Program development and/or oversight at this level does not require the physician/dentist to perform direct patient care functions.

Medical Career Group - Professional Pay Schedule

Instructions for Use:

Pay band levels encompass a range of work. Descriptors represent the threshold (“floor”) of each range of work. A position must meet a descriptor to be assigned to that Pay Band level. Select the appropriate Pay Band level descriptor.

DESCRIPTORS

Pay Band Level 1

Entry/Intern/Developmental positions. Employees are assigned work designed to provide the competencies, skills and experiences needed to perform pay band level 2 work. This level is not considered Full-Performance/Journey level for any occupation in this pay schedule.

Pay Band Level 2

Full-Performance level positions. The employee is an experienced worker who has passed the pay band Level 1 trainee state and is performing the typical Full-Performance/Journey level work for occupations in this pay schedule. This level encompasses the full range of medical professional work within the Department of Defense and is appropriate for all installation and headquarters positions in occupations in this pay schedule. *Covers a variety of full performance medical occupations that, in general, provide direct patient care, follow strict patient care quality assurance and safety rules and policies and meet required licensing, credentialing and privileging requirements. Includes medical professionals who provide senior level or expert training and guidance to less experienced health care providers within a medical treatment facility. The work of these senior level and expert personnel do not affect MEDCOM-wide healthcare delivery policies, practices and procedures.*

Pay Band Level 3

Subject matter expert/program manager level positions. Employees at this level are either subject matter experts or project/ program managers. Work at this level typically involves responsibility for program development and/or oversight of major Department (OSD) level or Component level medical programs. The scope of the work is typically the “big picture” rather than “action officer work”.

At this level, work involves resolving medical problems or issues, impacting programs that extend across Components or throughout a Component.

Definitions:

Program. Examples of programs at this level, include developing Defense-wide or Component medical protocols and policies for the treatment of biological/chemical agents; developing Defense-wide or Component training and development programs to meet emerging requirements; developing policies related to troop protection and treatment in forward deployment areas, etc. Programs are located in Component headquarters and are carried out throughout the Component at multiple installations and/or regions.

Project. Projects are of a specific duration while programs are ongoing. Projects require the definition of the project goals; developing plans, schedules and cost estimates for attaining them; determining what functions should be contracted and which should be in-house, establishing evaluation and assessments, and exercising delegated responsibility and authority for decisions.

Project/Program manager. A project/program manager is responsible for an entire medical project/program throughout the organization. Develops project/program requirements, objectives, and metrics; and resolves conflicts among schedules, funding, and resources. Develops Component medical program policies, resolves critical problems or issues related to policy application, and coordinate major program functions within the Component and subordinate medical organizations. Work is often interrelated and interdependent with other Component program managers. Provides policy guidance to medical technical experts. Serves as a medical technical authority for the Component.

-
- *Subject-matter expert. A subject-matter expert is recognized as a technical authority throughout the organization (e.g., component, command, etc.). Subject-matter experts typically advise management and colleagues on difficult problems, conduct special studies, propose options and alternatives, represent the command, etc.*
-
- *Subject-matter experts often participate in committees and seminars of Component, or DoD importance. This involves meeting with other experts having a variety of viewpoints or objectives on issues of considerable consequence or importance; presenting the Component's rationale or position on specific problems; and participating in the problem solving process by negotiation, compromise, or developing suitable alternatives.*

The fact that a position is the senior medical specialist in a Command does not automatically mean the incumbent is a Level 3 medical expert.

- *Scope and Impact of Positions.*

Positions at this level are typically found in Component Headquarters. Within the Components, this level may be credited to a Medical Command performing Component-wide medical functions. However, the fact that a position is located at a Component level does not automatically mean the incumbent is a subject-matter expert or project/program manager

responsible for project/program development and/or oversight of major OSD or Component medical projects/programs. Not all medical program managers/expert positions at a Component have Component-wide authority and/or responsibility.

Medical Career Group - Technician/Support Pay Schedule

Instructions for Use:

Pay band levels encompass a range of work. Descriptors represent the threshold (“floor”) of each range of work. A position must meet a descriptor to be assigned to that Pay Band level.

Select the appropriate Pay Band level descriptor.

DESCRIPTORS

Pay Band Level 1

Employees perform procedural and routine medical support work. Procedures are well known by employees. Employees work in strict adherence to the guidelines. They use initiative to perform recurring assignments. Decision making is limited since the employee is provided specific and detailed guidelines, instructions, and procedures for all important aspects of the work. Changes or deviations must be approved by the supervisor or a higher level technician.

Pay Band Level 2

Employees use substantive subject-matter medical-related knowledge to perform work. Guidelines often are not specific and not directly applicable to employee assignments. Employees work independently to identify what facts and situations are the most important and use them to choose the most appropriate guidance and determine the best course of action. This often requires independently interpreting and adapting policies, guides, procedures, regulations, and precedents to new or unique situations. Employees are very familiar with a large number of guides.

Pay Band Level 3

Complex and/or unusual medical-related technician work is in this pay band. Guidelines always have significant gaps requiring employees to identify the most significant issues and important facts. Employees exercise a high degree of initiative in searching out sources of information, much of it indirect or obscure, to make these determinations.

Employees independently modify or improvise partially applicable procedures to accomplish and complete complex and/or unusual assignments. In the absence of complete information, employees independently develop new criteria, methods, and procedures to solve problems.

The employees’ expertise allows the resolution of virtually all technical problems. The employee is delegated considerable latitude and authority to commit the work unit or installation without prior supervisory approval.

Note: Although Level 3 is applicable to a few occupations (e.g., YI-640, Health Technician, and YI-646, Pathology Technician), this level does not represent the work of most DoD nonsupervisory positions in the Medical Technician/Support Pay Schedule. Positions performing work in other occupations in the Nonsupervisory Medical Technician/Support Pay Schedule should be carefully reviewed before assignment to Level 3.

Medical Career Group – Supervisor/Manager Pay Schedule

To be classified as a supervisor, and assigned a pay band in the Supervisor/Manager Medical Pay Schedule, the position must perform the supervisory functions of an Immediate Supervisor listed below. Supervised employees may include Federal civilian employees, Federal military or uniformed service employees, volunteers, or other noncontractor personnel. Positions with oversight responsibilities only over private sector contractors do not meet this definition.

Exclude: Positions exercising less than the minimum supervisory authorities of an Immediate Supervisor. They are assigned to a pay band in the Nonsupervisory Physician/Dentist Pay Schedule, the Nonsupervisory Medical Professional Pay Schedule or the Nonsupervisory Medical Technician and Support Pay Schedule.

Number of subordinates. A supervisory position cannot be established on the basis of only one subordinate position. The establishment of supervisory positions is based on the need for the position; the cost of the position; and other business-based decisions.

Base Level. The level which best represents the work of the nonsupervisory subordinates. Intern, trainee, and developmental work is equivalent to the full-performance level. Selecting the appropriate base level for the Nonsupervisory Medical Technician and Support Pay Schedule is not always clear-cut or mechanical. Sometimes technician positions are classified in more than one PB. In such situations, the selection is based on organizational requirements and other business-based decisions. For base level determination FWS positions are considered equivalent to the following:

YE Pay Band 1	YE Pay Band 2	YE Pay Band 3
WG-1 to 8	WG-9 to 12	WG-13 to 15

Immediate supervisors must perform all of the following:

- Assign work to subordinates based on priorities, difficulty of assignments, and the capabilities of employees;
- Provide technical oversight;
- Develop performance standards and rate employees;
- Interview candidates for subordinate positions; recommend hiring, promotion, or reassignments;
- Take disciplinary measures, such as warnings and reprimands;
- Identify developmental and training needs of employees; provide and/or arrange for needed development and training.

Intermediate supervisors must perform all of the following:

Perform all of the immediate supervisory functions listed above for subordinate supervisors. In addition, intermediate supervisors:

- Make decisions on technical and personnel problems presented by subordinate supervisors;
- Review evaluations of nonsupervisory employees rated by subordinate supervisors;
- Assure reasonable equity of individual employee performance objectives, standards and ratings among subordinate organizations;
- Recommend performance awards and salary/bonus distribution for subordinate employees;
- Evaluate subordinate supervisors;
- Make or approve selections for subordinate nonsupervisory positions;
- Recommend selections for subordinate supervisory positions

Managers must perform all of the following:

Typically perform all of the immediate and intermediate supervisory functions listed above.

- In addition, managers work with Commanding Officers (or civilian equivalent) and other senior management officials of their organization in the development of the organization's primary mission goals and objectives. Typically, heads an organization with responsibility for ensuring subordinate supervisors meet their organizational goals and objectives.

Deputy Positions are normally in the same supervisory pay band as the position to which they report. A deputy to an SES position (or any other position which exceeds pay band 3) is normally in pay band 3.

Titling: Supervisory positions are titled using Appendix D, NSPS Occupational Definitions, Codes and Titles. Positions that meet the minimum requirements for coverage are titled as supervisory even if the supervisory work is not the basis for Pay Schedule and Pay Band determination. Positions that do not meet the minimum coverage requirements cannot be titled "Supervisory".

Level Conversion Chart

Step 1 - Select the appropriate Nonsupervisory base level Pay Schedule (PS)

Step 2 - Select the appropriate Supervisory level

Step 3 - Assign the indicated Pay Band (PB) level

Nonsupervisory base level Pay Schedule and Pay band	Immediate Supervisor	Intermediate Supervisor	Manager
Technician/Support PB 1	Supervisory PB 1	Supervisory PB 1	Not applicable
Technician/Support PB 2	Supervisory PB 1	Supervisory PB 2	Not applicable
Technician/Support PB 3	Supervisory PB 2	Supervisory PB 2	Not applicable
Medical Professional PB 1	Not applicable	Not applicable	Not applicable
Medical Professional PB 2	Supervisory PB 2	Supervisory PB 2	Supervisory PB 3
Medical Professional PB 3	Supervisory PB 3	Supervisory PB 3	Supervisory PB 3
Physician/Dentist PB 2	Supervisory PB 4	Supervisory PB 4	Supervisory PB 4
Physician/Dentist PB 3	Supervisory PB 4	Supervisory PB 4	Supervisory PB 4

Investigative and Protective Services Career Group – Investigative Pay Schedule

Instructions for Use:

Pay bands encompass a range of work. Pay band 2 and pay band 3 descriptors represent the threshold (“floor”) of each range of work. A position must meet a descriptor to be assigned to that Pay band.

Select the appropriate Pay band descriptor.

DESCRIPTORS

Pay band 1

Entry/Intern/Developmental positions. Employees carry out investigative assignments using basic principles, concepts and methodology. Work is designed to provide the competencies, skills and experiences needed to perform pay band 2 work. This level is not considered Full-Performance/Journey level for occupations in this pay schedule.

Pay band 2

Full-Performance/Journey level positions. The employee is an experienced worker who has gained competencies and skills either by work experience at pay band 1 or through relevant graduate study and/or experience. The employee carries out assignments independently. This level encompass the full-performance range of work for YK-006, Correctional Program Specialist; YK-072, Fingerprint Specialist; and YK-1812, Game Law Enforcement, within DoD and is appropriate for all installation and headquarters positions. This level also encompass the full-performance range of work for all installation and most headquarters YK-1811, Criminal Investigator, positions within DoD.

Pay band 3

This level is applicable only to a small number of YK-1811, positions. Employees at this level are either senior liaison or project/ program managers at the Office of the DoD Inspector General;; Defense Criminal Investigative Service; the headquarters of Component criminal investigation commands (i.e., Navy CIS, Army CID, Air Force OSI); or equivalent organizations. Work at this level typically involves responsibility for program development

and/or oversight of major Department (OSD) level or Component (or equivalent) level criminal investigation programs.

PB-3 Liaison and Coordination

- Represents the organization on Component level committees and/or external committees run by the Department of Defense, Department of Justice, or other investigative agencies. Committees establish policies and joint programs for a wide range of issues (e.g., agency jurisdiction, standard qualifications and certifications, resource allocation).

- Represents the organization on interagency task forces dealing with highly complex or controversial investigations or activities that are a source of significant disagreement between senior investigators, auditors, attorneys, and/or civilian officials, including general officers and senior executives.

- Serves on committees and task forces whose members typically include senior investigative and legal representatives from organizations such as DoD, Department of Justice, , Federal Bureau of Investigation, Bureau of Alcohol, Tobacco, and Firearms, Internal Revenue Service, Secret Service, Defense Criminal Investigative Service, Air Force Office of Special Investigation, Naval Criminal Investigative Service.

Contacts regularly involve senior military and civilian managers, including key political appointees, the Senior Executive Service, flag/general officers, and senior executives of federal agencies, state agencies, and international organizations. Contacts also include leaders of major defense contractors and their senior level technical staff, and members of Congress and their staffs.

PB-3 Program Management

- Develops policies, procedures, and instructions regarding investigative operations for application throughout the organization. Provides advice and direction to subordinate field elements on the use of specialized investigative techniques such as subpoenas, search warrants, technical listening equipment, and collection of crucial evidence.

- Develops and implements programs to assess performance and productivity standards for meeting organizational goals, effectiveness, and compliance with established DoD and Component performance and productivity standards, and established investigative and administrative procedures, laws, and regulations.

- Develops statistical data and reports on program actions and oversight activities to track Component-wide productivity and performance. Results are used to recommend major program or resource changes to attain long-range goals and objectives.

Investigative and Protective Services Career Group – Police And Security Guard Pay Schedule

Instructions for Use:

Pay band levels encompass a range of work. Descriptors represent the threshold (“floor”) of each range of work. A position must meet a descriptor to be assigned to that Pay Band level. Select the appropriate Pay Band level descriptor.

DESCRIPTORS

Pay Band Level 1

Security Guard work: All security guard work is in this pay band. Security guards patrol the installation on foot or in vehicles; respond to alarms, irregularities, and unusual or suspicious circumstances; and investigate the incidents. Interacts with members of the public to determine their involvement in incidents, including interviewing, advising of their rights, obtaining statements, and detaining or apprehending violators.

Enforces traffic rules and regulations (including those related to speed, reckless and drunken driving); issues armed forces traffic tickets and Department of Defense violation notices. Serves as a restricted area entry sentry providing surveillance for sensitive, restricted, and limited access areas. Ensures that only authorized personnel, vehicles, and equipment are permitted in these areas. Detects and eliminates threats to the restricted area, and detains and apprehends violators.

Immediately responds to incidents involving security breaches, potential threats to persons or installation facilities and property, alarms in restricted areas, etc. Provides other responding personnel with an assessment of the situation and background information as required. Establishes surveillance over the area around, approaches to, and activity within the affected area. Assesses or assists in assessing and determining whether hostile or non-hostile action is involved. Detains and/or apprehends security violators and employs search procedures. Implements security reporting and alerting notification procedures. Employs DoD, Component and local use of force policy and rules of engagement.

Police work: Serves as a federal police officer performing law enforcement duties in an area of exclusive federal jurisdiction. Ensures compliance with a wide range of Federal, State, local laws, ordinances, rules and regulations as they pertain to law enforcement work. Possesses arrest/apprehension authority.

- Investigates misdemeanor crimes such as trespass, illegal dumping, shoplifting, traffic accidents, damage to civilian and government property, security violations, etc.

- Conducts preliminary investigations of more serious offenses (e.g., rape, robbery, assault, larceny, possession of controlled substances) to include reading rights to suspects, interviewing suspects and witnesses, completing investigator statements, gathering and preserving evidence, and preparing reports of incidents and investigations on various felonies and other crimes.
- Collects and preserves evidence and crime scenes.
- Conducts probable cause searches, consent searches, searches incidental to arrest or apprehension, Command-directed searches and other legal searches.
- Interrogates suspects; detains witnesses and suspects; makes arrests and performs booking procedures. Participates in short-term investigations under the control of detectives or criminal investigators. Appears as a witness in hearings and trials.

Pay Band Level 2

Work at this level typically includes Detective functions.

Conducts investigations of crimes and complaints covering a wide range of subjects and allegations from origination through case closure. Determines the proper organization who has jurisdictional authority for assigned cases. Refers cases not within jurisdiction to authorities with jurisdiction (e.g., Defense Criminal Investigative Service; Navy CIS, Army CID, Air Force OSI, etc.)

- Conducts undercover surveillance assignments to determine if investigation is warranted and to obtain information and evidence of criminal activity.
- Investigations involve searching crime scenes for clues, fingerprints and other evidence; interviewing witnesses; following leads; analyzing and evaluating evidence; and locating and detaining suspects.
- Collects, tags, logs, and stores evidence. Ensures disposition of evidence complies with Federal, DoD, Component, and local directives and procedures.
- Arranges for laboratory analyses and other expert evaluations.
- Processes complaints and inquiries from origination through case closure
- Testifies at trials
- May close out cases Component investigative offices assign to the installation for resolution and disposition.

Assists municipal, state federal, and military investigative agencies on investigations affecting the installation. When authorized, provides investigative assistance to the Component investigative organization for matters under their authority. These may involve antiterrorism, force protection, law enforcement, resource protection, and crime prevention. Closes out and transfers all case file information and evidence to the component investigative organization when investigative responsibility is transferred to them.

This level also includes Police Officer/Military Working Dog (MWD) Handler functions involving both canine patrol duties and specialized functions such as narcotics detection or explosives detection.

Investigative and Protective Services Career Group – Fire Protection Pay Schedule

Instructions for Use:

Pay band levels encompass a range of work. Descriptors represent the threshold (“floor”) of each range of work. A position must meet a descriptor to be assigned to that Pay Band level.

Select the appropriate Pay Band level descriptor.

DESCRIPTORS

Pay Band Level 1

- All Firefighter work is in this pay band level. Employees perform the full range of Firefighter duties at all installations throughout the DoD including industrial plants; shipyards, waterfront and shipboard; research, test, evaluation and development facilities; airfields; and multistoried structures. Drives and operates firefighting vehicles such as pumper trucks, aerial ladder trucks, crash trucks, fireboats, and airport rescue vehicles. Operates pumps, foam generators, boom and groundsweep nozzles, and other similar equipment. Level 1 is appropriate for all firefighter functions.
- Employees perform Hazardous Materials (HAZMAT) Awareness and HAZMAT Operations functions such as:
 - Performs hazard and risk assessment techniques to complete initial incident analysis.
 - Establishes communication with responsible agencies to gain qualified assistance and additional technical guidance.
 - Plans and initiates the initial response within the capabilities and competencies of available personnel, personal protective equipment, and control equipment.
 - Maintains and decontaminates common hazardous material response equipment and supplies including protective clothing, breathing apparatus, dry and extinguishing chemicals, and decontamination agents and equipment; and replaces expended chemicals and agents.
 - Assists hazardous materials technicians and other hazardous materials personnel.
- Employees perform Emergency Medical Services functions including:
 - Rescue of personnel and first aid measures to alleviate further injury and prepare the patient(s) for transport to a medical facility.
 - Uses direct pressure and/or tourniquets to stop bleeding, checks windpipe for obstructions.
 - Performs CPR, and/or provides other appropriate assistance.
 - Participates in training programs and exercises.

- Employees perform Fire Protection Inspection functions including:
 - Inspects warehouses, shops, hospitals, offices, and living quarters for violations of fire regulations, and for conditions contributing to serious fire hazards. Inspections include electrical systems and equipment; storage of flammable materials in warehouses; storage and use of oxygen and other compressed gases in hospitals; painting or welding operations in areas where a certain degree of hazard is unavoidable; etc.
 - Inspects new construction for inclusion of appropriate fire prevention materials and equipment.
 - Checks fixed protection systems and equipment for proper placement.
 - Participates in preliminary investigations into causes of fires by inspecting damaged areas and interviewing witnesses. May appear as witnesses before courts or boards of inquiry.
- Level 1 includes employees performing work requiring the following certifications: DoD Firefighter I, Firefighter II, Airport Firefighter, HAZMAT Awareness, HAZMAT Operations (under NFPA standards adopted by DOD), Apparatus Driver-Operator for Pumper, Airport Rescue Firefighting (ARFF), and Aerial vehicles (under NFPA standards adopted by DOD)

Pay Band Level 2

- Employees perform HAZMAT Technician functions including:
 - Surveys the incident to identify the materials and containers involved, and to identify and verify the presence and concentrations of hazardous materials through the use of monitoring equipment.
 - Collects and interprets hazard and response information from transportation emergency information centers, shipper and/or manufacturer contacts, printed, and online data bases, and technical resources as well as monitoring equipment.
 - Predicts the likely behavior of released material and their containers when multiple materials are involved.
 - Estimates the size of the endangered area.
 - Develops strategy for approaching the release site and containing the release.
 - Performs advanced mitigation, control, and confinement operations within the capabilities of the available resources and personal protective equipment available to control leaks or releases using a variety of methods including cooling, plugging, or patching containers; applying diluting sprays or neutralizing agents; constructing dams, dikes, or channels.
 - Utilizes hazardous material response equipment and supplies including liquid splash- and vapor-protective clothing, respiratory protection, dry and extinguishing chemicals, and decontamination agents and equipment.
 - Evaluates the effectiveness of the situational response and recommends potential alternative or supplementary actions.
 - Assists in incident debriefings and critiques.
 - Prepares incident reports and documentation.
 - Maintains and decontaminates hazardous material response equipment and supplies including a variety of protective clothing, respiratory protection equipment, dry and extinguishing

chemicals, and decontamination agents and equipment; and replaces expended chemicals and agents.

- Employees perform Basic Life Support (BLS) - noninvasive emergency medical procedures functions such as:

- Initiates established medical protocols in providing basic life support.
- Conducts initial and on-going patient assessment and physical examination.
- Takes, records, and monitors patient's baseline vital signs including temperature, blood pressure, and pulse.
- Determines priority of care patient care based on assessment findings.
- Maintains airway, breathing, and circulation.
- Performs cardiopulmonary resuscitation (CPR) and automatic external defibrillation (AED);
- Controls external bleeding and treats for shock with pneumatic anti-shock garments.
- Ascertains whether the patient has preexisting medical problems and obtains comprehensive drug history from the patient including names, strength, and dosage of drugs taken by the patient.
- Assists patients in taking emergency medications for certain complaints; e.g., Nitroglycerin tablets for chest pain, Epinephrine auto-injections for allergic reactions, or Albuterol inhalers for asthma patients, under the direction of standing orders or of a physician.
- Establishes communication with the receiving facility and provides patient information.
- Employs a variety of established emergency medical techniques, methods, and equipment to stabilize the patient (e.g., splints and immobilizes fractures and dislocations) for transport.
- Assists intermediate life support or paramedics.
- Prepares patient care documentation.
- Uses and maintains care of emergency equipment such as backboards, suction devices, splints, oxygen delivery systems, and stretchers; properly disposes of biohazard materials; and replaces medical and expendable supplies.

- Employees perform Fire Protection Inspection functions including:

- Reviews plans for new construction and alternation and extension of existing structures.
- Recommends changes and additions to ensure compliance with fire protection and prevention requirements.
- Inspects and corrects deficiencies in a variety of fixed fire protection systems, many of which are complex and/or designed for the specific operations and hazards. (e.g., carbon dioxide cascade systems, halon total flood systems, and heat rise detection systems.
- Knows layout and contents of buildings and locations of fire protection systems.
- Knows published standards including fire prevention techniques and procedures; national and local manuals, rules, and regulations; and local, state, and federal fire prevention ordinances and building codes.
- Adapts standard fire prevention practices and procedures to local requirements.

- In addition to the certifications in Level 1, this level includes employees performing work requiring the following certifications: HAZMAT Technician; and applicable State or National Registry Emergency Medical Technician (NREMT) – Basic Life Support (EMT-B) certification.

NOTE: Within the Department of Defense, Level 2 represents the highest pay band for all YK-081, Firefighter, HAZMAT and Emergency Medical Services functions. This includes paramedics who provides all basic and intermediate life support measures in addition to using invasive medical procedures including intravenous therapy, cardiac defibrillation, administering medications and solutions, and using ventilation devices, as dictated by state law and performed under medical control.

Pay Band Level 3

This level is appropriate for fire protection specialist positions. Fire protection specialist positions are found at operational and staff organizations.

Fire protection specialists within an operating fire department are responsible for one or more aspects of the total fire protection and prevention program. At smaller departments they share this responsibility with the Fire Chief. At larger departments, several specialists may each be responsible for aspects of the program. For example, one specialist may develop and implement training programs for all personnel of the fire department and another may develop hazardous materials handling programs.

Staff fire protection specialist at regional or headquarters positions are responsible for developing plans, procedures, and standards at a number of operating fire departments.

At this level a fire protection specialist typically:

- Develops fire protection training, safety, and hazardous material handling (e.g., chemical, biological, radiological, nuclear, and explosives) programs at the installation
- Develops a program of proficiency, and certification training for all fire and emergency services employees
- Develops lesson plans for recurring proficiency training using guidelines of the International Fire Service Training Association (IFSTA), NFPA, and DOD 6055.6M Firefighter certification program
- Observes training instructors to ensure compliance with current procedures.

Pay Band Level 4

This level is appropriate for staff fire protection specialist positions at the headquarters of Component or major commands. They:

- Plan, organize, direct, and evaluate a Component/Command-wide fire protection and prevention and control program.
- Provide staff advisory, consulting, planning and reviewing services on fire and emergency services and Hazmat functions to regions and installations.
- Provide expert interpretation of the application of U.S, and DoD fire prevention and protection laws, regulations, and building codes/standards.

- Conduct staff and technical assistance visits to insure uniform application of any policies, procedures and standards.
- Transfer new fire protection technologies to the field.

Investigative and Protective Services Career Group – Supervisor/Manager Pay Schedule

To be classified as a supervisor, and assigned a pay band level in the Supervisor/Manager Investigative and Protective Services Pay Schedule, the position must perform the supervisory functions of an Immediate Supervisor listed below. Supervised employees may include Federal civilian employees, Federal military or uniformed service employees, volunteers, or other noncontractor personnel. Positions with oversight responsibilities only over private sector contractors do not meet this definition.

Exclude: Positions exercising less than the minimum supervisory authorities of an Immediate Supervisor. They are assigned to a Level in the Pay Schedule for Nonsupervisory Investigative occupations, the Pay Schedule for Nonsupervisory Fire Protection, or the Pay Schedule for Nonsupervisory Police and Security Guards.

Number of subordinates. A supervisory position cannot be established on the basis of only one subordinate position. The establishment of supervisory positions is based on the need for the position; the cost of the position; and other business-based decisions.

Base Level. The level which best represents the work of the nonsupervisory subordinates. Intern, trainee, and developmental work is equivalent to the full performance level. Selecting the appropriate base level is not always clear-cut or mechanical. Often subordinate positions are classified in more than one PS and/or PB. In such situations, the selection may be based on organizational requirements and other business-based decisions. For base level determination FWS positions are considered equivalent to the following:

YE Pay Band 1	YE Pay Band 2	YE Pay Band 3
WG-1 to 8	WG-9 to 12	WG-13 to 15

Immediate supervisory positions perform the following:

- Assign work to subordinates based on priorities, difficulty of assignments, and the capabilities of employees;
- Develop performance standards and rate employees;
- Interview candidates for subordinate positions; recommend hiring, promotion, or reassignments;
- Hear and resolve complaints from employees;
- Take minor disciplinary measures, such as warnings and

- reprimands;
- Identify developmental and training needs of employees;
- Provide and/or arrange for needed development and training.

Intermediate supervisory positions perform the following:

Performs all of the immediate supervisory functions listed above for subordinate immediate supervisors. In addition, immediate supervisors:

- Make decisions on technical and personnel problems presented by subordinate supervisors;
- Review evaluations of nonsupervisory employees rated by subordinate supervisors;
- Assure reasonable equity among subordinate organizations of individual employee performance objectives, standards and ratings;
- Recommend performance awards and salary/bonus distribution for subordinate employees;
- Evaluate subordinate supervisors;
- Make or approve selections for subordinate nonsupervisory positions;
- Recommend selections for subordinate supervisory positions;
- Hear and resolve group grievances or serious employee complaints;
- Review serious disciplinary actions (e.g., suspensions) involving nonsupervisory subordinates;
- Make decisions on HR budget issues

Managerial positions perform the following:

Typically performs all of the immediate and intermediate supervisory functions listed above.

- In addition, managers work with Commanding Officers and senior management officials of their organization in the development of the organization's (i.e., installation through Component level) primary mission goals and objectives. Typically, heads an organization performing direct mission work with responsibility for ensuring subordinate supervisors meet their organizational goals and objectives.

Deputy Positions are normally in the same supervisory pay band level as the position to which they report. A deputy to an SES or Executive Level position (or any other position which exceeds pay band level 3) would normally be in pay band level 3.

Titling: Supervisory positions are titled in accordance with the DoD/OPM classification standard/guide applicable to their occupational series. In most instances these guidelines require use of the word "Supervisory" as a prefix to the appropriate occupational title.

Level Conversion Chart

Step 1 - Select the appropriate Nonsupervisory base level Pay Schedule (PS)

Step 2 - Select the appropriate Supervisory level

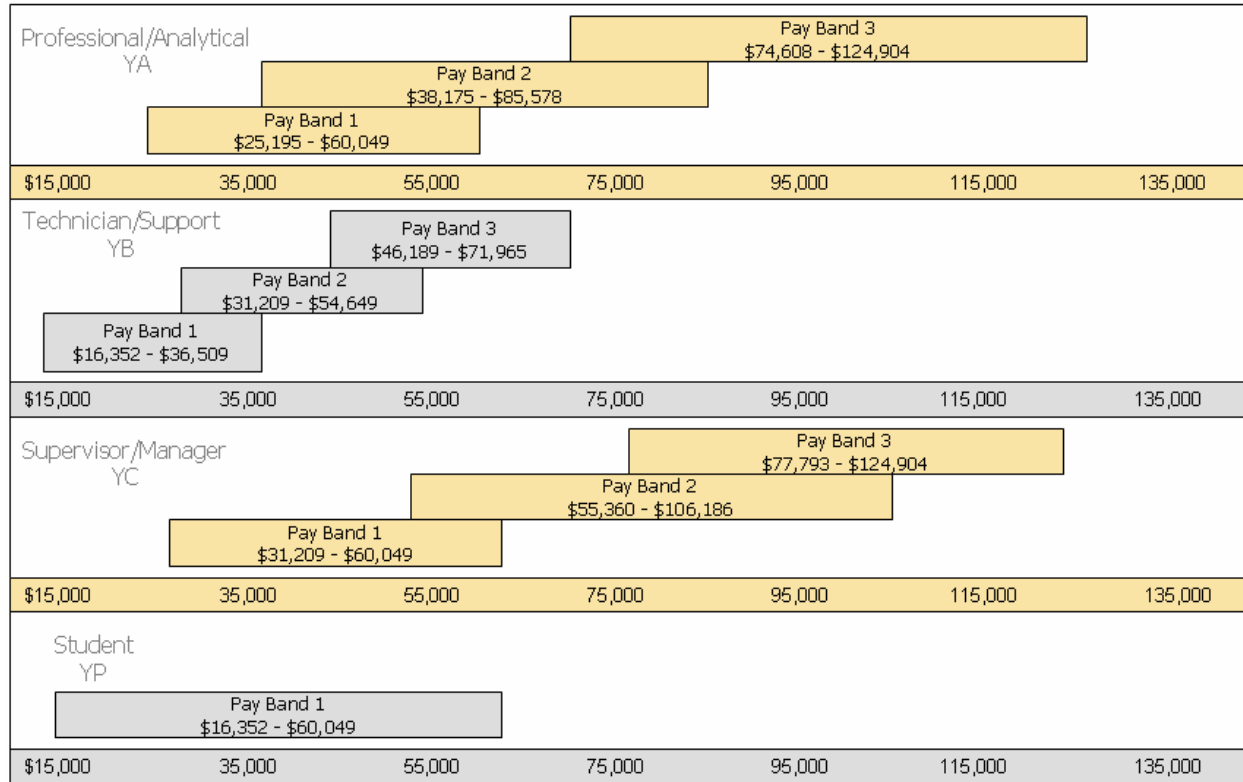
Step 3 - Assign the indicated Pay Band (PB) level

Nonsupervisory base level Pay Schedule and Pay Band Level	Immediate Supervisor	Intermediate Supervisor	Manager
Police/Security Guard PS, PB Level 1	Supervisory PS PB Level 1	Supervisory PS PB Level 1	Not applicable
Police/Security Guard PS, PB Level 2	Supervisory PS PB Level 1	Supervisory PS PB Level 2	Not applicable
Fire Protection PS PB Level 1	Supervisory PS PB Level 1	Supervisory PS PB Level 1	Supervisory PS PB Level 2
Fire Protection s PS PB Level 2	Supervisory PS PB Level 1	Supervisory PS PB Level 2	Supervisory PS PB Level 2
Fire Protection PS PB Level 3	Supervisory PS PB Level 2	Supervisory PS PB Level 2	Supervisory PS PB Level 2
Fire Protection PS PB Level 4	Supervisory SPS Level 3	Supervisory SPS Level 3	Supervisory SPS Level 3
Investigative PS PB Level 1	Not applicable	Not applicable	Not applicable
Investigative PS PB Level 2	Supervisory PS, PB Level 2	Supervisory PS, PB Level 2	Supervisory PS, PB Level 3
Investigative PS PB Level 3	Supervisory PS, PB Level 3	Supervisory PS, PB Level 3	Supervisory PS, PB Level 3

Positions which are organizationally referred to as “Station Chief” are considered to exercise the supervisory functions of an Immediate Supervisor and are classified in the Supervisory YN-PS. Positions which are organizationally referred to as “Assistant Chief” are considered to be deputy positions (see deputy guidance below) and are classified in the Supervisory YN-PS. Positions which are organizationally referred to as “Crew Chief” are considered to be nonsupervisory and are classified in the YL PS.

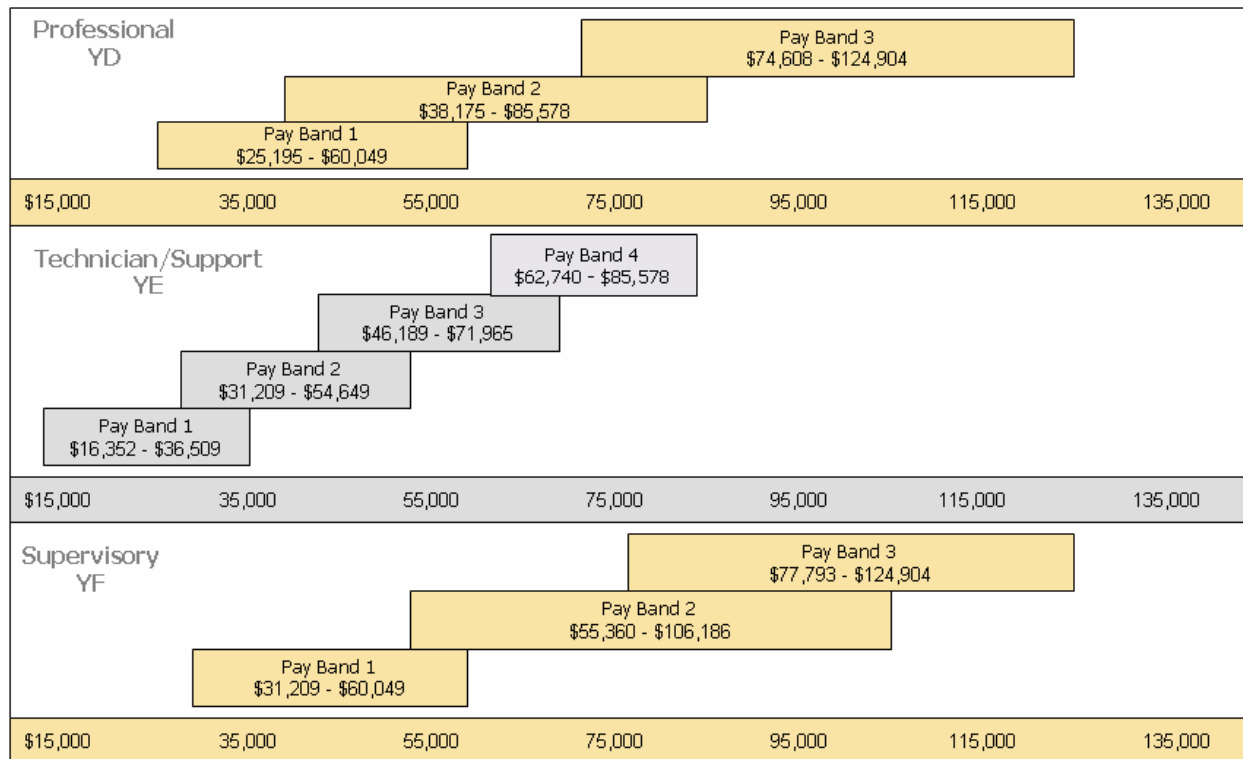
Pay Bands by Career Groups

Standard Career Group



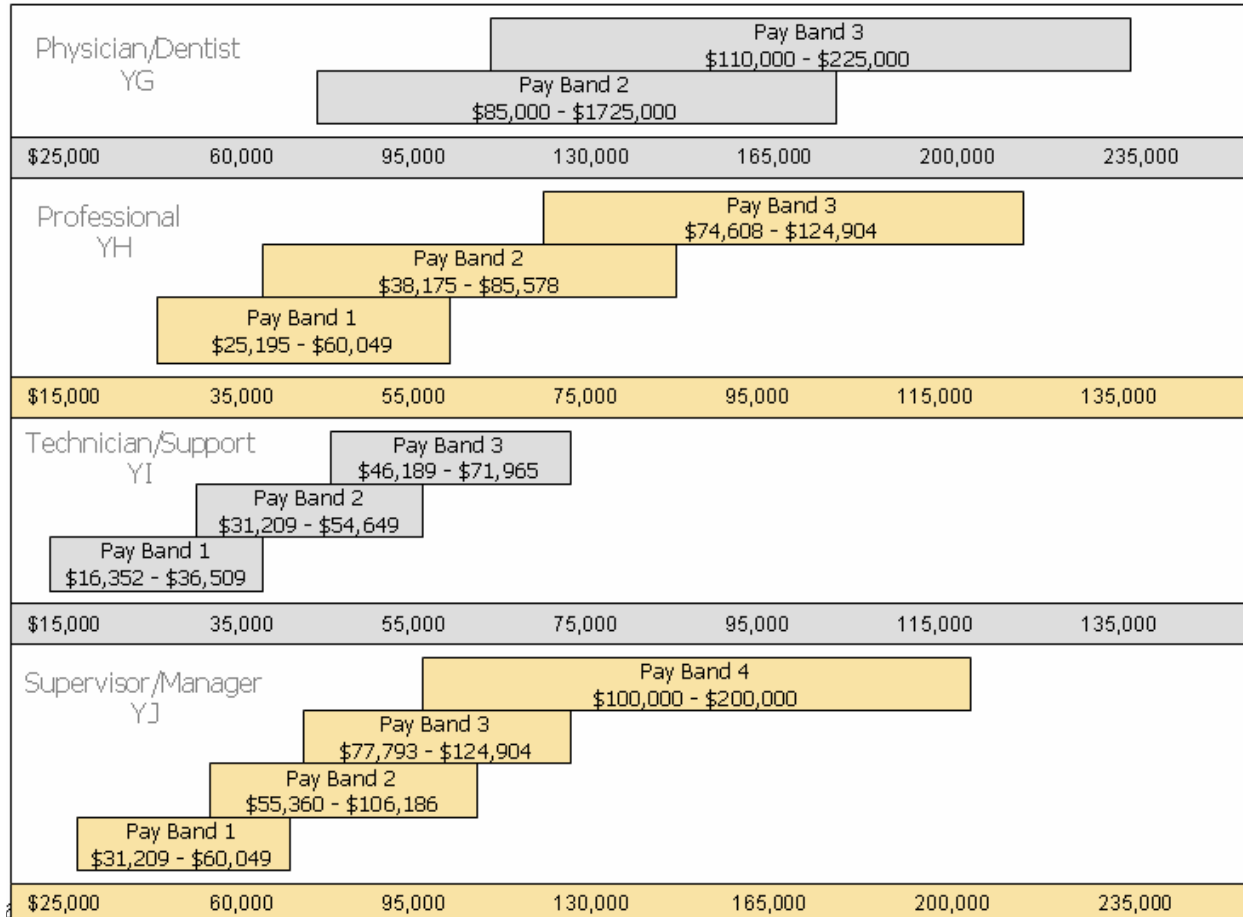
The salaries represent base salary ranges. The ranges do not include local market supplement (LMS) adjustments.

Scientific and Engineering Career Group



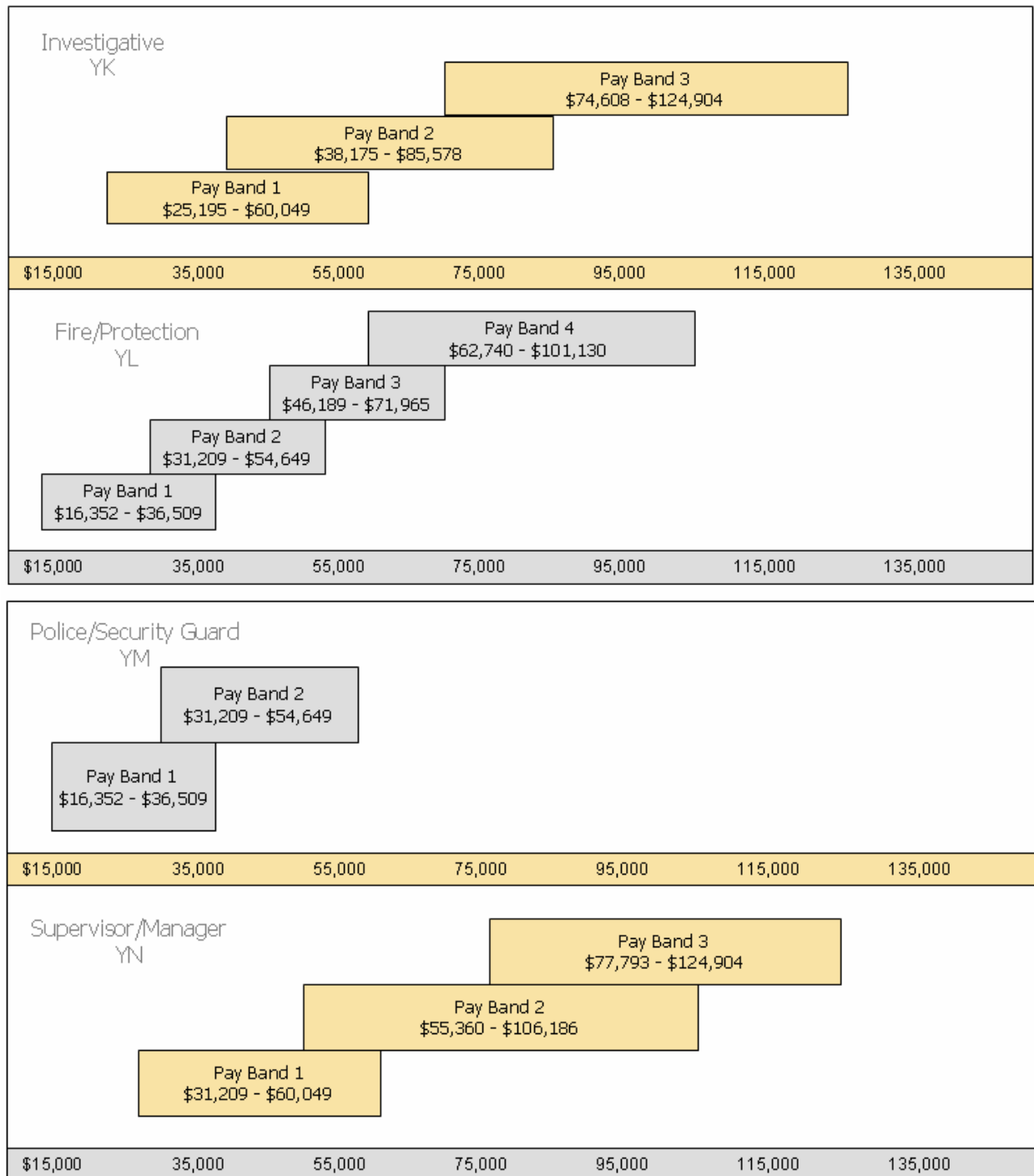
The salaries represent base salary ranges. The ranges do not include local market supplement (LMS) adjustments.

Medical Career Group



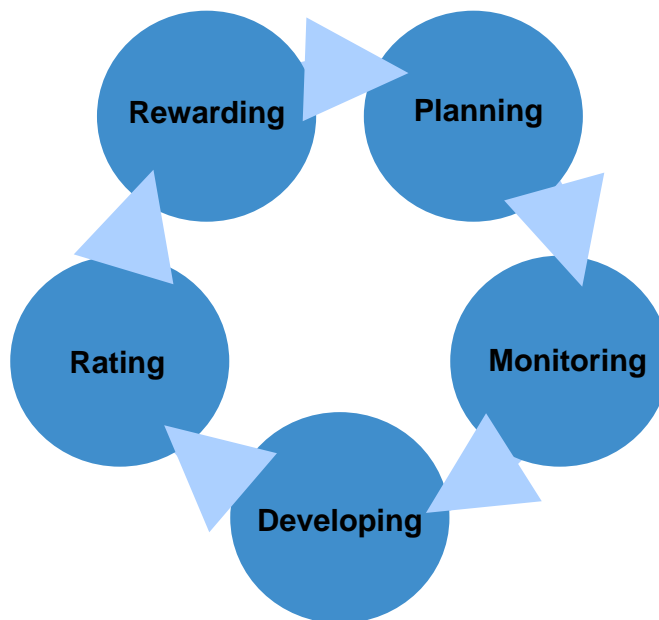
The salaries represent base salary ranges. The ranges do not include local market supplement (LMS) adjustments.

Investigative and Protective Services Career Group



The salaries represent base salary ranges. The ranges do not include local market supplement (LMS) adjustments.

NSPS Performance Management Cycle



Planning:

- During the planning phase, you and your employees identify performance expectations. Performance expectations should support and align with the DoD mission and its strategic goals, organizational program and policy objectives, annual performance plans, and other measures of performance.
- The performance expectations are captured in job objectives. These job objectives become the main target toward which an employee should work during the year. Employees also will have Contributing Factors for each job objective. They explain how the job objective should be accomplished.
- As they are an expression of performance expectations, job objectives are written to be appropriate to the employee's job and salary level. Writing the performance plan is your responsibility, but ideally it is created as the result of a dialogue between you and the employee. Also, as part of the planning, appropriate work behaviors are communicated.
- This phase also captures developmental needs.

Monitoring:

- The monitoring phase is ongoing and continues throughout the year. At the heart of this phase is regular meaningful dialogue regarding the employee's performance. Face-to-face is the preferred method of dialogue with your employee for performance-based issues.
- Although you have the primary responsibility for providing employees feedback, employees share the responsibility of identifying and communicating successes and

difficulties related to their assigned performance expectations. Employees may request periodic dialogue and feedback regarding their performance.

- While informal feedback should be frequent and meaningful, NSPS also provides for more formal sessions. At least once during the performance management cycle, but ideally more often, an interim review must occur. This interim review acknowledges achievements and suggests areas for improvement. This review is documented in writing.
- To ensure that both you and the employee have a recollection of important events and accomplishments during the year, it also is useful for both parties to document performance.
- If necessary, monitoring also includes addressing performance deficiencies and taking action to correct them.

Developing:

- Developing performance is part of the performance management process. Along with meaningful performance-related discussions that help the employee reinforce strengths and correct weaknesses, employee development opportunities should be discussed.
- You should discuss and encourage employees to seek professional and technical development opportunities to enhance further their contribution to the organization's mission and goals. Development opportunities may include training, mentoring, and coaching. Both you and the employee should seek opportunities to improve the employee's skills.

Rating:

- An integral part of the performance management process is your assessment of performance related to job objectives, including the impact of selected Contributing Factors. This written assessment captures the employee's accomplishments during the appraisal period.
- Assessing performance involves evaluating employee performance relative to communicated performance expectations, including job objectives and Contributing Factors, for the appraisal period. Produce a written document that outlines the employee's accomplishments and rates the employee.
- Send this rating recommendation, along with recommendations on the payout distribution and the number of shares the employee should receive, to the pay pool panel.

Rewarding:

- The pay pool process governs the rewarding phase. During this process the pay pool panel reviews the recommendations and pertinent information about employees in the pay pool. The pay pool panel will ensure fairness and equity in the rating process for all

employees in the pay pool. The pay pool panel, however, does not apply a forced distribution to the ratings.

- At the end of the process, the pay pool manager approves the ratings and payout and informs you of the final decisions regarding your employees. You then communicate and explain the decisions to the employee.

Key End-of-Cycle Dates:

When	Who	What
By 31 Oct	Supervisor	Set performance expectations and job objectives (jointly with employee)
(throughout year)	Supervisor	Monitor performance, conduct mid-year review(s), develop employees
By 30 Sep	Employee	Prepare self assessment and accomplishments, give to supervisor
By 31 Oct	Supervisor	Recommend ratings, shares, and payout distributions to Second Level Reviewer, who reviews, modifies, and reconciles and forwards to Pay Pool Panel
By 30 Nov	Pay Pool Panel, Pay Pool Manager	Panel reviews, modifies, reconciles ratings; Pay Pool Manager approves ratings of record and payouts
Nov-Dec	Supervisor	Communicates rating of record to employee (after Pay Pool manager approval)
January (tbd)	CPOC	Payout actions processed in DCPDS

Performance Conversations



Performance Conversations

Conversation 1:

Performance Plan

- *Beginning of cycle.*

Conversation 2:

Interim Review(s)

- *At least one during the cycle.*

Conversation 3: OPTIONAL

End-of-Cycle Review

- *End of cycle.*
- *Needs to be a separate conversation from the first one of the following cycle.*

Conversation 4:

Annual Appraisal

- *Three months after the end of the rating cycle.*
- *Communicate pay pool decisions.*

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- NSPS requires that Managers/Supervisors and employees participate in three performance conversations over the course of the rating cycle.
- A fourth conversation—the End-of-Cycle Review conversation—is highly recommended, though not required.
- Each conversation has unique purposes and distinct outcomes, and will be covered individually in the next pages.

Performance Plan Conversation

General Information

- The Performance Plan conversation is the starting point for continuing dialogue. It is the foundation upon which you and your employee will build your relationship as you work toward fulfilling your organization's mission. Establishing a sure foundation at the beginning of the rating cycle and continuing the dialogue throughout the year will prevent surprises at the end of the rating cycle.

Conversation Purposes

- *To establish performance expectations for the current (new) rating cycle.* Performance expectations include job objectives, Contributing Factors, and other criteria relative to the employee's position and tasks.
- *To align employee objectives with organizational goals.* Alignment with organizational goals ensures that, at the end of that rating cycle, the employee's contributions are seen as adding value. Alignment also drives motivation.
- *To identify developmental needs.* Employee development drives continuous improvement in a pay-for-performance system. Knowing at the beginning of the rating cycle that his or her development needs will be met also gives the employee the confidence he or she needs to take on new challenges.

Conversation Outcomes

- *Performance plan.* The employee's performance plan is the primary outcome of the Performance Plan conversation. The performance plan includes the employee's job objectives for the rating cycle and the Contributing Factors selected for each job objective. Be aware that changes to mission, organizational goals, work unit priorities, or individual needs may occur during the rating cycle that will make revisions to this first document necessary.
- *Performance Plan form.* When the online tool is available, managers/supervisors will use the Performance Plan form to record the information gathered during this conversation. Until that time, the Performance Plan form will be available in hard copy.
- *Development plan.* Guidelines for individual development plans are unchanged under NSPS. Although not required, NSPS recommends that each employee have a development plan. Look to your Component for additional guidance regarding individual development plans.
- *Conversation notes, other relative documentation.* Human memory is limited, and in the absence of good documentation, ratings have the potential to be based on the most recent events rather than performance throughout the year. Developing your own system for regularly documenting performance will help you write effective appraisals and make well-reasoned and supportable decisions about performance ratings.

- Remember that your notes are subject to discovery in litigation. This is not a change from the GS. The only conditions under which your notes would not be subject to discovery is if (1) the information is your sole and exclusive property, (2) the information is not circulated or passed on to a replacement manager/supervisor, or (3) the information serves as a reminder only and is not required by the agency. Your notes may also be reviewed during the pay pool process. Always remember that what you write may be subject to review by some third party at a later date.

Tips for Documenting Performance

- Present a balanced perspective. Document both positive and negative performance examples.
- Include both significant and routine events. Routine events might not mean much by themselves, but over time they may reveal a pattern of behavior.
- Keep your notes job-related and objective. Before writing anything, ask yourself, “How would I feel about sharing this information with the person about whom I am writing?” Remember that your notes are discoverable.
- Use the “Situation, Action, Outcome” method to document performance examples. In this method, first describe the situation itself and any circumstances relevant to the situation. Next, describe the behavior of the individual. Finally, describe the outcome or result of the situation.
- Use multiple sources to gather information: personal observations of the employee’s performance during the rating cycle, the employee’s work products, the manager’s/supervisor’s anecdotal notes, input from other managers/supervisors who may have knowledge of the employee’s performance, the employee’s self-assessments.
- Keep documentation of the person’s work: copies of report drafts, briefings, interview write-ups. If your rating is questioned, the more documentation you have, the better you will be able to support your case. However, make sure the documentation is balanced. Do not retain just the good or the poor examples.
- Ask yourself: “Would DoD, my organization, or I be embarrassed if a lawyer or journalist read these comments?” If so, do not write them.

Conversation Preparation

- When scheduling this conversation, you should consider leaving the half-hour following the planned end time of the meeting clear on your schedule. This may help you to not feel rushed during the conversation, and give you time after the meeting to collect your thoughts and record notes.

Employee Preparation

- *Draft job objectives for the current (new) rating cycle.* Employees should be actively involved in writing their job objectives. Asking the employee to create the first draft of his or her job objectives for the rating period encourages motivation and accountability. Remember that although employees are to participate in the development of their job objectives, ultimately this is your responsibility and you will be held accountable and rated on your work as a manager/supervisor. Look to your Component for additional guidance on writing job objectives.

Manager/Supervisor Preparation

- *Review Contributing Factors and relevant Performance Indicators.* Reviewing the criteria by which success will be measured is important. You may want to encourage your employees to make a preliminary selection of the Contributing Factors they believe will advance their success on each of the job objectives they drafted. This will require reading the Benchmark Descriptors for each Contributing Factor. Generally, not more than three Contributing Factors should be selected for each objective.
- *Consider stretch goals and developmental needs.* While stretch goals cannot be considered in the rating process, employees are free to consider them as a means for developing themselves and advancing their careers. Look to your Component for further guidance regarding the use of stretch goals.
- *Communicate new or changing organizational goals to employees in advance.* A driving force behind NSPS is DoD's need for greater flexibility. As organizational goals change, work unit priorities and employee job objectives must change. Communicating these changes to your employees as they are known, so that they in turn can consider the influence on their job objectives, is an important responsibility for managers/supervisors.
- *Review employee's previous performance plan and current salary.* In many cases, an employee's job objectives for the current (new) rating cycle will build on his or her job objectives from the previous rating cycle. An employee's current salary may also influence the nature of the assignments he or she should be tasked with, particularly if the salary is near the upper end of a pay band or is considered to be high relative to the local market.
- *Review the Contributing Factors and relevant Performance Indicators.* Reviewing the criteria by which success is measured helps you and your employee assess whether the job objectives you have in mind pass the SMART test.

Conversation Tips

- *Be open to employee input and ideas.* You may already have in mind exactly how to word an employee's job objectives and which Contributing Factors apply. Be open to your employee's thoughts on these topics. You will make the final decision on both, but it is important that the employee feels like you value his or her input, and he or she may offer a perspective you had not considered. Employees may also want to discuss their ideas for stretch goals and developmental needs.
- *Be open to employee concerns about potential barriers and unknowns.* You may think that wanting to discuss potential barriers and unknowns at this point is a sign of resistance. The employee's reality may be exactly the opposite. He or she may have already committed to the objective and started planning mentally.

- *Consider talking about your own job objectives and how these fit with the employee's job objectives.* The Performance Plan conversation is an ideal opportunity for you to discuss alignment with each of your employees.
-

Interim Review Conversation

General Information

- Managers/supervisors and their employees must conduct at least one Interim Review during the rating cycle. The primary purposes of the Interim Review are to check the employee's progress toward achieving his or her objectives, to acknowledge what is working, and to make course corrections as needed.
- The Interim Review is also an important time for **second line managers/supervisors** to monitor how the managers/supervisors who report to them are doing with their supervisory responsibilities. If the manager/supervisor is doing well, acknowledge that. If the manager/supervisor is not doing well, provide feedback and support as needed to help the manager/supervisor get back on track.

Conversation Purposes

- *To provide feedback so the employee has the direction needed to achieve objectives.* The Interim Review presents an opportunity for you to ensure your employees understand how their work contributes to the organization's mission objectives. If you have been engaged in ongoing dialogue with your employees, the Interim Review is another opportunity for you to ensure that expectations are leveled and that performance is on the right track.

Conversation Outcomes

- *Confirmed performance plan and/or development plan.* In revisiting the employee's performance plan and development, adjustments may or may not be necessary. In either case, the end result of the Interim Review is that these plans are reaffirmed.
- *Optional outcomes.* A revised performance plan and/or development plan are listed here as optional because adjustments to the existing plans may not be necessary. Adjustment may occur before, during, or after the Interim Review.
- Another optional outcome is a Performance Improvement Plan (PIP). While this remains an option, no formal improvement plan is required, unlike under the GS system.

Employee Preparation

- *Write a self-assessment.* The employee should be ready to present examples of progress made toward achieving objectives, and to cite instances where his or her actions reflected those listed in the Benchmark Descriptors for the selected Contributing Factors. Though not

required, employees are encouraged to write a self-assessment for the Interim Review. More instruction on how to write a self-assessment follows later in this lesson.

Manager/Supervisor Preparation:

- *Review your own notes regarding previous feedback given.* Feedback should be ongoing, as should your notes on that feedback. In preparing for the Interim Review, you should review these notes as well as the employee's self-assessment (if submitted).
- *Create an agenda and plan your feedback.* If you have been providing feedback on an ongoing basis, this conversation will feel somewhat like an extension of your previous conversations. Still, it is best to plan what specific feedback you will give the employee during the Interim Review. Having an agenda may help you stay on track.

Conversation Topics:

- Topics that *must* be discussed include: progress made toward achieving objectives; new or changing organizational goals and work priorities; and adjustments to the performance plan and/or development plan.
- Topics that *may* be discussed include: areas for improvement; problems solved, problems needing solutions.

Conversation Tips:

- *Distinguish this conversation from the "everyday" feedback you give employees.* While your aim may be to make this conversation feel *somewhat* like an extension of previous feedback conversations, it should not be *exactly* like your previous feedback conversations. Let the employee know that this meeting will be more structured.
- *Note problems, but avoid problem-solving.* It is important that you be clear about the purpose of this meeting: to check the employee's progress and to determine if any course correction is needed. In order to do this, you may need *some* detail about any problems he or she may be encountering, but it is likely you do not need *every* detail. Listen carefully. Let the employee know you understand and want to help. Do not risk derailing the review by turning the meeting into a problem-solving session. Instead, note the problem, and immediately schedule a follow-up meeting to address the employee's issues.
- *Provide feedback that is specific and supportive.* All feedback should be helpful, even when the feedback is negative.
- *Provide examples of the employee's performance.* Provide specific examples of what the employee has accomplished to date.
- *Do not say, "If I were to rate your performance today..."* This may be a challenge. Your employee may lack confidence in his or her performance, and so may be insistent. Remind him or her that the Interim Review is not about *rating* performance, but about *checking* progress. Suggesting any rating at this time would be a disservice to the employee and to the

performance management process. That said, if your feedback has been specific, descriptive, and supportive, the employee should leave the review with a clear understanding of how well he or she is doing.

End-of-Cycle Review Conversation

General Information

- The End-of-Cycle Review conversation occurs in October each year, following the conclusion of the previous rating cycle.

Conversation Purposes

- *To review the employee self-assessment.* Employees must complete a self-assessment at the end of the rating cycle. The employee's self-assessment is the focus of this conversation. The manager's/supervisor's written appraisal of the employee's performance is the focus of the next conversation, the Annual Appraisal.
- *To clarify understanding of accomplishments and contributions and to gather additional information regarding employee performance.* Because you will have to defend your recommended rating and payout to the pay pool, you must have a clear understanding of what the employee achieved and be able to cite specific accomplishments.

Conversation Outcomes

- Once the conversation has taken place or the manager/supervisor reviews the employee's self-appraisal, the following outcomes can be achieved:
 - *Written appraisal.* A written appraisal is required for every employee. The Performance Appraisal Application will support this process.
 - *Recommended rating.* The rating you submit with the employee's written appraisal is a recommended rating only and is subject to change by the pay pool manager.
 - *Recommended share and payout distribution.* Along with a recommended rating, you must submit a recommended share and payout distribution, which are, again, subject to change by the pay pool manager.
- *Optional outcomes.* A Performance Improvement Plan (PIP) is listed as an optional outcome of the End-of-Cycle Review conversation. You may be inclined at this time to delay action until after the Annual Appraisal conversation, even though the employee's performance is clearly below expectations. You should remember, however, that it is your responsibility as a manager/supervisor to address performance deficiencies in a timely manner. While a Performance Improvement Plan (PIP) is never required, it is always an option.

- Also not listed, a revised performance plan and/or development plan is another optional outcome. Remember that the End-of-Cycle Review conversation pertains to the *previous* rating cycle. Adjustments to an employee's *current* performance plan should be discussed in the Performance Plan conversation, which occurs in the same month as the End-of-Cycle Review conversation.

Employee Preparation

- *Write a self-assessment (required).* Where a self-assessment was optional for the Interim Review, it is required for the End-of-Cycle Review. More instruction on how to write a self-assessment follows later in this lesson.

Manager/Supervisor Preparation

- *Review the employee self-assessment.* It is important that you review the employee's self-assessment prior to the End-of-Cycle Review conversation. This will require that the employee begin preparing well in advance of your meeting.
- *Create an agenda and plan your questions.* For the Interim Review conversation you planned your feedback; here, you prepare your questions. Remember, the focus of this conversation is the employee's self-assessment. Your task is to clarify your understanding of the employee's accomplishments and contributions. Asking questions during this meeting is more important than giving feedback.

Conversation Topics

- Topics that *must* be discussed include employee self-assessment; employee job objectives, accomplishments, and links to organizational goals; and selected Contributing Factors and Benchmark Descriptors.
- Topics that *may* be discussed include improvements shown and areas needing further improvement.
 - Be aware that the employee may want to highlight areas where he or she has shown improvement. This is particularly applicable if the employee had areas for improvement noted during a previous Interim Review or End-of-Cycle Review. The employee might also want to discuss other areas where he or she is aware that further improvement is needed.
 - Taking time to talk about improvement during the End-of-Cycle Review is important and should be encouraged. Remember, however, that the *employee* should lead the discussion. The manager/supervisor should not use this as an opportunity to detail the employee's shortcomings. It is an opportunity for the *employee* to discuss his or her own efforts to improve and to develop.

Conversation Tips

- *Use your best listening skills.* Ask questions to clarify understanding, otherwise let the employee do most of the talking. Reinforce that this is the employee's meeting, not yours.
 - *Give feedback throughout the year to reduce employee anxiety at this meeting.* Ongoing feedback will help reduce anxiety around the End-of-Cycle Review. Even so, the first year under NSPS may not be easy for managers/supervisors or their employees. Keep this in mind that this will be the first time the employee's compensation has been tied to performance.
 - *Do not say, "If I were to rate your performance today..."* This may be even more of a challenge in this conversation than in the Interim Review conversation. The employee may not understand or agree with why he or she should have to wait for the pay pool process to conclude before learning his or her rating.
 - Remind the employee that, while you are aware that one of the outcomes of the End-of-Cycle Review conversation is a recommended rating, you will not decide on that rating until after the meeting and after you have prepared the employee's written appraisal. You might also emphasize that the purpose for the delay is to ensure the integrity of the rating process by giving these decisions further scrutiny. Lastly, you should emphasize that you intend to provide a solid rationale for your recommended rating.
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Annual Appraisal Conversation

General Information

- The Annual Appraisal conversation occurs in November or December each year, following the conclusion of the pay pool process.
- Managers/supervisors should approach the Annual Appraisal with the same seriousness as they do the End-of-Cycle Review. Again, recognize that employees may be stressed about this process, and that you can take action to make it less stressful. Set aside adequate time for the meeting. Begin the meeting with a positive comment. Do not accept phone calls or answer e-mails during the meeting.

Conversation Purposes

- *To review the written appraisal.* Where the focus of the End-of-Cycle Review conversation was the employee's self-assessment, this conversation focuses on the manager's/supervisor's written appraisal of the employee's performance for the previous rating cycle.

Conversation Outcomes

- *To communicate rating of record and performance payout (share and payout distribution).* The pay pool process has finished, and the manager's/supervisor's recommendations regarding ratings and performance payouts are approved or adjusted by the pay pool manager.

- *To provide feedback for continuing success and development.* In addition to communicating rating and payout information, the Annual Appraisal conversation offers another opportunity for managers/supervisors to provide helpful feedback to their employees.
- *Performance payout.* If an employee has earned a performance payout, the payout will appear in his or her pay in January.
- *Rating of record.* The rating of record, once approved by the pay pool panel, is final. An employee who wishes to challenge his or her rating of record must file an appeal.
- *Optional outcomes.* As mentioned above, the employee might wish to challenge his or her rating of record. Should this happen, you should advise the employee about the appropriate appeals process. Other optional outcomes include a revised performance plan and/or development plan (for the current rating cycle), and, as always, a Performance Improvement Plan (PIP).

Employee Preparation

- *None.* There is nothing employees must prepare for this conversation.

Manager/Supervisor Preparation:

- *Review comments from the pay pool panel (if any) and incorporate into a final written appraisal.* The manager/supervisor is responsible for all documentation relative to an employee's annual appraisal. This includes editing the written appraisal he or she submitted with an employee's recommended rating, should the pay pool panel communicate that revisions are necessary. The appraisal should be provided to the employee at the time of the meeting, not before. Any notes or comments received from the pay pool panel in connection with the employee's appraisal should not be provided to the employee.
- *Plan your feedback, particularly if the rating is below Valued Performance or otherwise not what the employee is expecting.* This step is crucial. A manager/supervisor should give considerable thought to how best to phrase feedback to an employee, if the manager/supervisor anticipates an adverse response to the rating he or she is to communicate. Poorly phrased feedback can easily exacerbate the situation, making a difficult conversation that much more difficult.

Conversation Topics

- Topics that *must* be discussed include the written appraisal, rating of record, and performance payout (share and payout distribution).
- Topics that *may* be discussed include the appeals process and areas needing further improvement.

Conversation Tips

- *There should be no surprises.* All concerned want the appraisal to be fair.

- *If the rating of record is below Valued Performance, it is important immediately to discuss next steps.* This applies only if you have not already taken steps to correct the performance deficiency.
- *Do not criticize or blame the pay pool panel for lowering a rating.* As a manager/supervisor, it is your responsibility to evaluate your employee's performance effectively. If your recommended rating was lowered, it is more likely that your appraisal was in some way inadequate and less likely that the pay pool process failed.

Army Job Objective Writing Guide

Army SC1940 - Appendix 4

Purpose

The purpose of this guide is to provide supervisors and employees with reference material and examples for developing meaningful objectives. Job objectives are the core of the NSPS performance management system and therefore will play a critical role in the successful implementation and execution of NSPS.

General functions of job objectives:

- Establish a link between the employee's work and the organization's mission and goals
- Communicate the major work to be accomplished
- State expected outcomes and results
- Establish the basis on which employee's performance will be rated

Fundamentals of NSPS Job Objectives:

Link to mission and organizational goals - Job objectives draw a line of sight between the organization's mission and goals and the employee's work. It is important to organizational performance that employees understand this relationship. Supervisors and higher-level reviewers will ensure that objectives support the organization's mission and goals.

Describe the expected results - NSPS job objectives are results-oriented; they must clearly identify what performance results are expected of the employee.

Cover the major responsibilities - Job objectives communicate the key functions and most important work activities; they are not intended to cover all tasks. There are usually 3 to 5 key functions for a job. For example, an Administrative Assistant may have three key functions - office management, correspondence, and travel coordination. A set of good objectives should cover the key functions in a job and address the key tasks and expected outcomes associated with those functions. Supervisors and employees should identify these functions first and then write the objective(s) to describe the key tasks to be accomplished during the rating period.

Weight objectives - Department of Army requires all NSPS job objectives be weighted to reflect relative priority, contribution to mission, complexity, etc. Weighting objectives enables supervisors and employees to identify and focus on the most important expected accomplishments for the rating period. No objective can be weighted less than 10 percent and all weighted job objectives must total 100 percent. This does not preclude equal weighting of objectives if appropriate. Typically, weights will not change during the rating period unless the

number of objectives are changed (added or deleted) which will require weights to be redistributed, or unless mission priorities dictate such a change.

Establishing NSPS Job Objectives:

- Under NSPS, supervisors and employees should have a meaningful dialogue on performance expectations and job objectives at the beginning of the rating cycle.
- Supervisors are encouraged to involve employees in the development of their job objectives and identification of applicable contributing factors and weighting, although final decisions are the supervisor's.
- Identify the major responsibilities of the job and develop, typically, 3 to 5 objectives that reflect those responsibilities using the fundamentals described above. Although the automated tool will allow up to 10 objectives, establishing ten initially will limit flexibility to add objectives during the rating period.
- Evaluate the objectives against the SMART criteria (below).
- Job objectives may be adjusted (modified, added, or deleted) as needed during the performance cycle. Supervisors will discuss adjustments and expectations with employees. When new objectives are assigned, job objectives must communicate that portion of a major performance expectation that can be accomplished within the time remaining in the appraisal period (SC1940.5.7.2.).
- Employees in supervisory positions must, at a minimum, include the standard Army supervisory objective (Appendix 6).
- The automated performance plan allows a maximum of 770 characters for each job objective.

SMART criteria:

SMART stands for Specific, Measurable, Aligned, Realistic/Relevant, and Timed. It is a tool that can be used as a checklist in writing and evaluating job objectives.

Specific. Clearly state the action and expected accomplishment that can be observed. (If behavior is critical to the work, it can be addressed within the objective.)

Measurable. State the criteria for measuring success (quantity, quality, frequency, accuracy, timeliness).

Aligned. Job objectives align expected results with organizational goals and mission.

Realistic and Relevant.

Realistic - the expected results can be achieved with available resources and time and are under the employee's control. The objective should be sufficiently complex to challenge the individual but not so complex that it cannot be accomplished.

Relevant - job objectives should be commensurate with the types of duties and responsibilities assigned to the employee and the salary paid to that employee.

Timed. State the timeline for expected results. For long-term projects that require more than one rating cycle to accomplish, job objectives should identify what results are expected within the rating cycle. The time component can be specific (*by 1 July, end of 4th quarter*), relative to another event (*six months after...*), or recurring (*quarterly*).

Examples of job objectives (see next section for more examples):

Install 150 new computers in the DA Field Office in Arlington, VA by the end of the 4th quarter. Ensure that the DA Form 3161 issuing the new computer to the PC user is signed by the user and forwarded to the Property Book Officer within two working days of signature.

Prepare correspondence that is formatted in compliance with the agency style manual, contains correct spelling and grammar and usage as determined by manager's review, within established timelines.

Coordinate the technical aspects of the Alpha project and ensure the project is complete by July 1, within the \$600,000 budget, and that the resulting system meets customer specifications.

Serve as timekeeper for designated senior management officials. Prepare accurate time and attendance records for assigned Directorate staff for each bi-weekly pay period in accordance with regulatory and Directorate requirements. Acquire authorizing signature and submit the input the first working day following completion of the pay period IAW established timelines.

Retrieve data and prepare quarterly report by suspense date of all loan documents to include nomenclature, expiration date, and responsible holder. Maintain orderly loan document files to facilitate the report.

Checklist for Job Objectives

In determining whether you have developed an effective job objective, refer to this checklist to look for common errors. If the answer to all questions is yes, then you have a good SMART objective.

- Is the job objective really an objective? In other words, does the objective describe a result, an outcome, or an ideal future situation? (Mistakenly, many job objectives describe an activity or a recurring event.)
- Is it SMART?
- Is the objective specific enough to assess whether it was accomplished? (Many objectives are written so that it is difficult to assess accomplishment.).
- Is the objective concise? (An objective that is too complex or lengthy may confuse or frustrate the employee. It also can mean that an objective is achievable in its discrete parts, but not as a whole in the time provided.)
- Is the objective measurable or verifiable?

- Does the objective provide a link to the organizational goals?
- Does the objective realistically challenge the employee? (If the objective is too easy, it does not challenge the employee to improve his or her performance.)
- Is achievement of the objective entirely within the employee's control? (Watch out for objectives where achievement is dependent on other people's contributions.)
- Is the job objective tied to a timeline? (If not, the employee may achieve the objective only once, instead of multiple times throughout the appraisal period.)
- Can the employee accomplish the objective within a single appraisal period?

Sample Job Objectives

Mandatory Standard Army Supervisory Objective (Army SC1940 Appendix 6)

Execute the full range of human resources (including performance management as outlined in DoD 1400.25-M, SC1940.5.7.4.) and fiscal responsibilities within established timelines and in accordance with applicable regulations. Adhere to merit principles. Develop a vision for the work unit; align performance expectations with organizational goals. Maintain a safe work environment and promptly address allegations of noncompliance. Ensure EEO/EO principles are adhered to throughout the organization. Ensure continuing application of, and compliance with, applicable laws, regulations and policies governing prohibited personnel practices; promptly address allegations of prohibited discrimination, harassment, and retaliation. (733 characters, 770 characters are allowed.)

Position: Health Physicist (Occupation 1306, CG: E&S, PS: Prof, PB II)

Duty: The health physicist is responsible for a radiation safety program that encompasses a wide range of kinds, quantities, and intensities of radiation sources used worldwide in radioactive commodities and at a world-wide complex of using installations. Provides expert advice and guidance concerning use, storage, transportation, and disposition of wide variety of radioactive materials to commanders, managers, first line supervisors, employees and other health physics professionals. Failure to properly obtain and manage assigned Nuclear Regulatory Commission licenses would result in degradation of the Army's capability to accomplish its assigned mission. Improper use of disposal of licensed radioactive commodities or material can also result in civil penalties and/or fines against management officials.

Objective: Conducts six (6) onsite safety reviews per fiscal year in accordance with policies and regulations provided by Army, EPA, NRC and State Boards.

SMART Evaluation:

Specific	Yes – conducts six safety reviews
Measurable	Yes – records of reviews are kept and can be counted
Aligned	Yes – organization's mission is impacted (positively or negatively)
Realistic / Relevant	Yes – incumbent can perform this, and maintaining safety and control of radioactive materials is essential to safeguard public, employees and licensing agreements for use in weapons systems
Timed	Yes – by fiscal year

Position: Secretary (OA) (Occupation: 0318, CG: STD, PS: Tech/Support, PB II)

Duty: The incumbent provides clerical and administrative support to an organization.

Objective: Record and track all mail requiring office response upon receipt, assignment to action officer and until action is marked as complete on no less than a weekly basis for each item.

SMART Evaluation:

Specific	Yes – actionable mail is recorded and tracked until response is marked as complete
Measurable	Yes – tracking system used
Aligned	Yes – communication and correspondence control is required to meet organization’s mission
Realistic / Relevant	Yes – incumbent is control point for all non-electronic mail; key part of position is to track and maintain control of office correspondence and action items
Timed	Yes – weekly basis

Position: HR Specialist (Staffing) (Occupation: 0201, CG: STD, PS: Prof/Analytical, PB II)

Objective: Meets the headquarters-established production standard for filling jobs: 75% of closed recruit / fill actions are completed within 60 days of receipt in HR. No more than 3% of closed recruit / fill actions exceed 120 days in HR.

SMART Evaluation:

Specific	Yes – numeric standards included
Measurable	Yes – relevant data (number of actions and timeliness) is maintained on all staffing actions
Aligned	Yes – organization’s mission is to fill jobs
Realistic / Relevant	Yes – incumbent can perform this, and filling jobs quickly helps the customer organization in achieving its mission
Timed	Yes – by fiscal year (presumed)

Position: (unspecified) Specialist (Occupation: unk, CG: STD, PS: Prof/Analytical, PB II)

Objective: Presents one training course in (subject matter area) per quarter. Updates course material as needed (including slides, lesson plans, exercises, and evaluation instruments) to keep up with current developments such as legal or regulatory changes. Average of end-of-course evaluation items pertaining to course content and relevancy completed by students are 4.0 (out of 5) or greater. Tied to work unit goal 6, “Continues to update, revise, and present on-going courses in (subject matter area).”

SMART Evaluation:

Specific	Yes – numeric standards included
Measurable	Yes – relevant data (end of course evaluations) is maintained
Aligned	Yes – tied to a specific work unit goal
Realistic / Relevant	Yes – incumbent can perform this
Timed	Yes – by quarter

Recording Accomplishments and Writing Self-Assessments

With thanks to:
CHRA Northeast Region, the Army Evaluation Center and
The PEO C3S Human Resources Office

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Introduction The National Security Personnel System (NSPS) Performance Management System establishes a link between the organization's mission and goals and the individual employee's contribution to mission and goal accomplishment.

As part of the performance appraisal process, you have an opportunity to prepare an assessment of your performance accomplishments. Your self assessment is considered by your rating official in recommending your rating and share distribution to the pay pool panel which makes final decisions on ratings.

If you were formerly covered under the Senior System of the Army Performance Evaluation System (TAPES), you have prepared written accomplishment statements. If you were covered by the TAPES Base System, you may not have been asked to submit written accomplishment statements.

Under NSPS Performance Management, every employee has the opportunity to describe how his or her accomplishments met performance objectives and contributed to the achievement of the organization's mission and goals.

Many employees have expressed concern about how to identify significant accomplishments and write self assessments which accurately reflect the employee's contribution. The purpose of this Guide is to provide suggestions for identifying significant accomplishments, recording those accomplishments and writing self assessments which accurately reflect accomplishments and their impact on organizational mission and goals.

What is the Purpose of Self Assessment?

The Employee Self Assessment is part of the NSPS Performance Appraisal process. It is your opportunity to emphasize your performance accomplishments which contributed to the achievement of your organization's mission and goals.

You will be requested to submit a self assessment at the interim performance review (usually at the midpoint of the rating cycle) and at the end of the rating cycle as part of your annual performance appraisal.

Your self assessment does not relieve your supervisor of the responsibility for writing an assessment of your contributions. It does remind your supervisor of your significant accomplishments and can provide an opportunity for further discussion between you and your supervisor about your performance.

You will not be rated based on your writing skills. However, it is important that your self assessment reflect the substance of what you accomplished during the rating period. This guide will help you:

1. Identify accomplishments which contributed to the achievement of your organization's mission and goals;
2. Record those accomplishments in a systematic manner; and
3. Write an assessment of your performance accomplishments which accurately reflects your contribution to the organization during the rating period.

Getting Started

Before you begin to record your performance accomplishments, you must have a clear understanding of what your supervisor expects of you. "Performance Expectations" include, not only your written job objectives, but also other regulations, policies, procedures, guidelines, processes and standards of conduct that you are expected to follow in performing your assignments. Be sure that you understand these expectations—ask questions if you do not.

In addition to your job objectives, review the Performance Indicators and Contributing Factors which apply to your job. The Performance Indicators

**Getting
Started,
continued**

are listed on your NSPS Performance Plan in Part D. Think about the Performance Indicators: What do you need to do to meet Level 3? What do you need to do to achieve Level 5? The Contributing Factors are listed with each of your job objectives. Think about how you can integrate these factors into your performance and reflect them in your self assessment, e.g., technical proficiency, customer focus, cooperation and team work, etc.

**Establishing
a Recording
System**

Create a system for recording accomplishments. This can be hard copy or electronic, depending on what works best for you. Some suggestions include:

- E-mail Folder (keep separate folder for performance related items)
- Word Document, updated as needed
- Notes on Planner or Calendar
- File Folder(s) to maintain copies of documents

Establish a process for reviewing and recording your accomplishments on a regular basis, e.g., once a week. Make a note of significant items or put a copy into your file. Identify the objective which is linked to the accomplishment.

**What are
Significant
Accomplish-
ments?**

The following are characteristics of significant assignments:

- Difficult
- Controversial
- One of a Kind
- First Time
- High Visibility
- Large Volume of Work
- Short Deadlines
- Competing Priorities
- Require Innovation
- Scope and Impact

What to Keep

It is not necessary to keep a running log of day to day work. When you do something that is different, difficult or demanding in some way, that type of accomplishment should be recorded. Make a note of any special challenges or difficulties you encountered and how you handled them.

Maintain a **file of work products** which meet the characteristics described above. These could be copies of reports, studies, advisories, operating procedures, training materials or other documents you developed.

Maintain a log of **statistical data or other metrics** which apply to your work. There may be an automated system for tracking productivity data for your organization, but you should also be aware of your personal productivity level and how you work compares with the standard.

Maintain copies of **letters, memos or email correspondence** which express thanks or praise for a service or product you provided. Correspondence which documents your role in resolving a complex or controversial issue should be maintained. Keep copies of appointments to special projects or teams.

Writing Your Self Assessment

You will enter your self assessment for both your interim and annual performance into the NSPS automated Performance Appraisal Tool which will be accessed through My Biz on the CPOL Army Portal. Instructions for using this tool are available at: <http://www.chra.army.mil/NSPS-training/> under the “How To” Videos.

You have a limited amount of space in which to enter your self assessment so it is important to focus on your most significant accomplishments for each of your job objectives.

- Begin by reviewing your objectives, performance indicators and contributing factors.
- Review your record of accomplishments and determine which are the most significant in terms of contribution to mission and organizational goals.
- Be sure that you have at least one accomplishment for each job objective. It is possible that a single accomplishment may apply to more than one objective.

**Writing
Your Self
Assessment,
continued**

- Use action verbs to describe what you did.
- Describe the results of your accomplishment.
- Describe the impact on mission or organizational goals.
- Note challenges you faced and how you met them.
- Describe how contributing factors were addressed.
- Be concise and specific—you are highlighting the significant contributions you made, not reporting on your daily work activities.

Example: Objective #1 – Complete Special Projects. Keep leadership informed of progress and problems. Recommend solutions or alternative approaches. Coordinate with appropriate internal and external contacts to accomplish assignments.

I led the team which planned the annual regional directors' meeting. I negotiated with the hotel for a reduced room rate and free meeting room. I drafted the meeting agenda which was approved by the Director. I arranged for guest speakers and assigned sponsors for each of them. I reviewed all materials prior to printing to ensure accuracy and proper format and arranged for reproduction despite reduced funding and a shortened deadline. I was publicly recognized during the meeting and by a personal note from the Deputy Director for the outstanding administrative and logistical support provided by my team which contributed to the successful meeting.

- Be specific when writing self assessment statements—do not leave it to others to presume your contribution. For example, instead of stating: “*I made six site visits during the rating period*” state “*I made six site visits which resulted in better communications between our office and the field on the Keystone Project*”. **Or** “*I developed a new review procedure which was adopted by our division and has reduced the amount of time required to process contracts.*”
- Describe what you did—not what was done by the entire team.
- Focus on results and impact on mission.

Summary

- The employee self assessment is a critical part of the NSPS Performance Appraisal System.
 - It provides an opportunity for you to highlight your significant accomplishments in terms of your job objectives.
 - It requires focusing on results, i.e., impact on organizational mission and goals.
 - The substance of your self assessment is more important than your writing style.
 - Your self assessment is reviewed by your rating officials and is considered in recommending your performance appraisal rating and share distribution to the pay pool panel.
 - The self assessment also provides an opportunity for communication between you and your rating official on your performance, on his or her performance expectations and on recommendations for improving your self assessment for the next rating period.
 - If you have questions about your writing your self assessment, contact your supervisor.
-

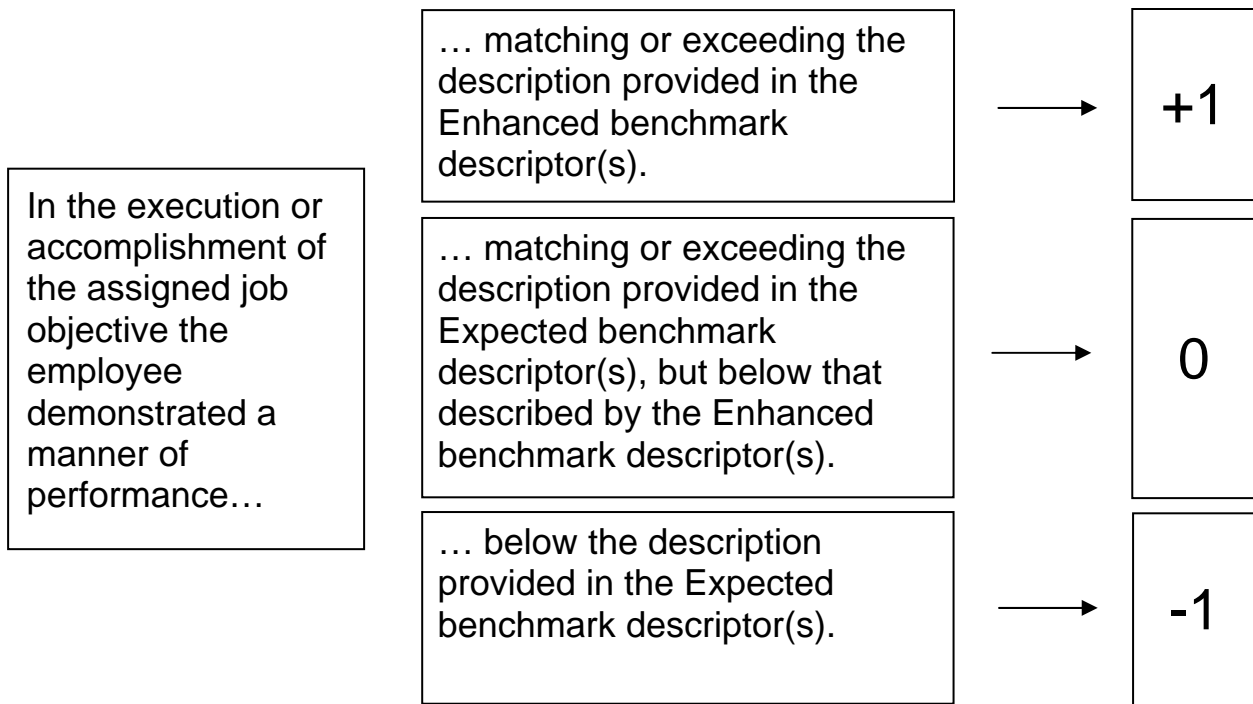
Requirements and Special Situations for Rating

- The minimum period of performance in an NSPS position and under an NSPS-approved performance plan is 90 days. Employees who have not completed the minimum period of performance during the applicable appraisal period are not rated and, therefore, are not be eligible for a performance payout.
- There may be cases in which the rating period may be extended. For example, if an employee has not met the minimum period of performance by the end of the standard appraisal period, management has the discretion to extend the appraisal period. Such extensions do not affect the payout effective date.
- A closeout assessment is issued to eligible employees who have served or are expected to serve at least 90 days under NSPS, but who move from one position to another or from one manager/supervisor to another during the appraisal period. This transition may occur multiple times during the appraisal period, related to job change, promotion, reassignment, or other events.
- The employee's current manager/supervisor prepares the closeout assessment. It includes a narrative assessment of the employee's performance and accomplishments. A closeout assessment does not replace a current rating of record, but captures and transfers employee achievements and contributions when an employee is assigned to a new manager/supervisor during the appraisal period.
- The closeout assessment should be accomplished in a timely manner so that the new manager/supervisor may consider it when determining the recommended rating of record for payout purposes. Closeout assessments are made available for pay panel review.
- The closeout assessment can be used more easily in the preparation of the final assessment if the employee performs similar types of work after the closeout assessment.
- If a job change occurs within 90 days of the end of the appraisal period, the manager/supervisor completes an early annual recommended rating, share allocation, and payout distribution.
- The special purpose rating allows for a change in rating for an employee who has previously been rated at level 1. If the employee previously assigned a level 1 rating of record improves his or her performance to an acceptable level for a sustained period of time (not less than 90 days), the manager/supervisor (or rating official, if different) can recommend an additional rating of record to reflect the new level of performance. The special purpose rating of record does not provide for any retroactive or prospective change in pay but does count toward Reduction in Force (RIF).
- The special purpose rating may be used for motivational purposes to indicate to the employee that the performance has improved above level 1.
- Special regulations exist for employees who return from overseas civilian service to an NSPS position, to ensure that these individuals are not put at a disadvantage. Contact your Human Resources department or review the Implementing Issuances for more details.

Job Objective Ratings

5	Employee exceeded the assigned job objective at a level of performance equal to, or above, the Level 5 performance indicator.
4	Employee exceeded the assigned job objective at a level of performance above the Level 3 indicator, but below the Level 5 performance indicator.
3	Employee met the assigned job objective at a level of performance equal to the Level 3 indicator.
2	Employee met the assigned job objective at a level of performance below the Level 3 Performance indicator or needed guidance and assistance beyond that described in the Level 3 indicator.
1	Employee failed to achieve the assigned job objective or failed in the performance of a single assignment where such failure had a significant negative impact on accomplishment of the mission or where a single failure resulted in or could result in death, injury, breach of security, or great monetary loss.
NR	Employee did not have an opportunity to perform the job objective because it became obsolete or could not be accomplished due to extenuating circumstances.

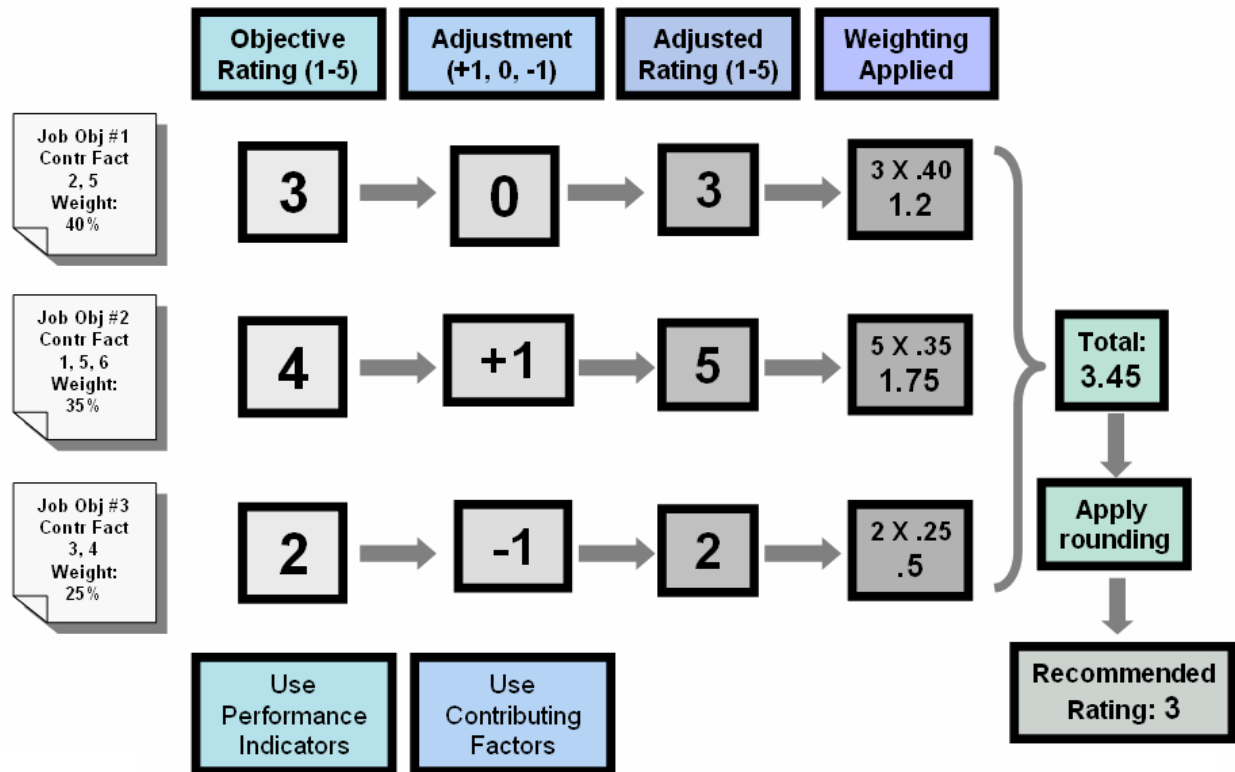
Contributing Factors Impact on Rating



Rules:

- A job objective rating of 1 cannot be adjusted
- A job objective rating of 2 cannot be adjusted down
- A job objective rating of 5 cannot be adjusted up

The Rating Process



Determining the Recommended Rating and Share Ranges

Recommended Rating:

- Weight the adjusted ratings and total them
- Round the result as shown below:

Average Rating Range	Rating of Record	Rating of Record Descriptor
4.51 to 5.00	5	Role Model
3.51 to 4.50	4	Exceeds Expectations
2.51 to 3.50	3	Valued Performer
2.00 to 2.50	2	Fair
1 on any objective	1	Unacceptable

- Result is the recommended rating

Share Ranges:

- Shares in the pay pool are awarded as shown in the table:

Rating Level	Share Range
5	5 or 6
4	3 or 4
3	1 or 2
2	0
1	0

- Share ranges allow further distinction between levels of contribution
- Estimated share value is known as percentage of salary

Standard Rating Levels used in DoD

Rating Level	Level of Performance	Performance Description
Level 5	Role Model	Almost always meets the standards described by the Role Model benchmarks
Level 4	Exceeds Expectations	Almost always meets the standards described by the Valued Performance benchmarks and, typically, but less than almost always meets the standards described by the Role Model benchmarks
Level 3	Valued Performance	Almost always meets the standards described by the Valued Performance benchmarks
Level 2	Fair	Almost always meets the Valued Performance benchmarks, but only as a result of guidance and assistance considerably above that expected at the Valued Performance level
Level 1	Unsuccessful	Performs below Level 2, or fails a Standard Performance Factor in the performance of a single assignment where such failure has a significant negative impact on accomplishment of the mission or where a single failure to perform could result in death, injury, breach of security, or great monetary loss

Performance Ratings and Reward Eligibility

Performance Rating	Employees are eligible to receive:
5	<ul style="list-style-type: none">• Performance based pay• Rate range adjustments• Local market supplement increases
4	
3	
2	<ul style="list-style-type: none">• Rate range adjustments• Local marked supplement increases
1	<ul style="list-style-type: none">• No increases

Pay Band – Performance Indicator Crosswalk

This table helps identify the appropriate Performance Indicators and Contributing Factors to reference. To use, locate your Career Group, Pay Schedule, and Pay Band, then look to the last column to see which set of Contributing Factors and Performance Indicators descriptors you should use.

Pay Schedule	Career Group	Pay Bands						Benchmark Level	NSPS Classification Designator
Professional/ Analytic	Standard Professional/Analytic		Level 1		Level 2			P&A 1	YA-1
						Level 3		P&A 2	YA-2
								P&A 3	YA-3
	Engineering and Scientific Professional		Level 1		Level 2			P&A 1	YD-1
						Level 3		P&A 2	YD-2
								P&A 3	YD-3
	Medical Professional		Level 1		Level 2			P&A 1	YH-1
							Level 3	P&A 2	YH-2
	Physician					Level 2		P&A 3	YH-3
							Level 3	P&A 2	YG-2
Investigative Professional		Level 1					P&A 3	YG-3	
				Level 2			P&A 1	YK-1	
					Level 3		P&A 2	YK-2	
							P&A 3	YK-3	
Supervisory	Standard Supervisors		Level 1		Level 2			S&M 1	YC-1
						Level 3		S&M 2	YC-2
								S&M 3	YC-3
	Engineering and Scientific Supervisors		Level 1			Level 2		S&M 1	YF-1
							Level 3	S&M 2	YF-2
								S&M 3	YF-3
	Medical Supervisors		Level 1			Level 2		S&M 1	YJ-1
							Level 3	S&M 2	YJ-2
							Level 4	S&M 3	YJ-3
	Investigative Supervisors		Level 1			Level 2		S&M 1	YJ-4
							S&M 2	YN-1	
						Level 3	S&M 3	YN-2	
							S&M 3	YN-3	
Technician/ Support	Standard Technician/Support	Level 1		Level 2				T&S 1	YB-1
					Level 3			T&S 2	YB-2
								T&S 3	YB-3
	Engineering & Scientific Technician/Support	Level 1		Level 2				T&S 1	YE-1
						Level 3		T&S 2	YE-2
							Level 4	T&S 3	YE-3
	Medical Technician/Support	Level 1		Level 2				T&S 4	YE-4
								T&S 1	YI-1
					Level 3			T&S 2	YI-2
	Fire Protection							T&S 3	YI-3
Level 1			Level 2				T&S 1	YL-1	
				Level 3			T&S 2	YL-2	
Police/Guard						Level 4	T&S 3	YL-3	
							T&S 4	YL-4	
		Level 1		Level 2				T&S 1	YM-1
							T&S 2	YM-2	
A L L	SEEP - Student	Level 1						x&y 1	YP-xx99-1
* In the “Benchmark Level” column for the SEEP row, the letters are placeholders. To determine pay schedule, use the appropriate career group for the occupational code.		** In the “NSPS Classification Designator” column, YP is the Pay Schedule acronym for the SEEP Pay schedule. xx represents the first two numbers of a SEEP’s occupational code. The last two numbers of the occupational code for all SEEP’s is 99.							

Student Employment & Experience Programs (SEEP)

Upon establishment of a SEEP position, identify which of the following Performance Indicators are appropriate for the work and competencies assigned.

SCHEDULE YP Student Educational Employment Program Positions	<i>PAY BAND 1</i>	<i>Current Salary</i>	<i>Mapped As</i>
	All Occupations	\$16,352 - \$36,509	YB 1 descriptors
Professional/Analytic	All Occupations YA,YD, YH, YK	\$36,510 to \$60,049	YA 1 descriptors
	All Occupations YA,YD,YH,YK	\$60,050 plus	YA 2 descriptors
Technician Support	All Occupations YB,YE, YI, YL	\$36,510 to \$54,649	YB 2 descriptors
	All Occupations YB, YE, YI, YL	\$54,650 and up	YB 3 descriptors

YA – Standard Professional/Analytic

YB – Standard Technician Support

YD – Engineering and Scientific Professional

YE – Engineering & Scientific Technician/Support

YH – Medical Professional

YI – Medical Technician/Support

YK – Investigative Professional

YJ – Medical Supervisor

YL – Fire Protection

NSPS Performance Indicators with Associated Descriptors

Technical / Support Pay Schedule (Non-Supervisors)	
BAND 1	
Level 3	Level 5 (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> With supervision, effectively completed assigned job objective and work assignments; ensured completed work adhered to given instructions and standards. In achieving job objectives and work assignments adhered to work/project schedules and prioritized work tasks; adjusted scheduled activities as directed to achieve desired results. 	<ul style="list-style-type: none"> Achieved outcomes and results that are superior in quality, quantity, timeliness and/or impact to what would ordinarily be expected at this level. Contributed to organizational performance well beyond what is expected.
BAND 2	
Level 3	Level 5 (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> Effectively completed job objectives and work assignments, anticipating and overcoming obvious obstacles; ensured completed work is timely and adheres to applicable standards, policies, procedures, and guidelines. In achieving job objectives and work assignments adhered to work/project schedules; organizes or prioritizes own tasks to complete assignments in an effective and efficient manner; adjusted own work priorities to achieve desired results. Demonstrated high standards of personal and professional conduct and performance. 	<ul style="list-style-type: none"> Achieved outcomes and results that are superior in quality, quantity, timeliness and/or impact to what would ordinarily be expected at this level. Persisted in overcoming obstacles and puts forth extra effort to accomplish difficult assignments. Contributed to organizational performance well beyond what is expected.
BAND 3	
Level 3	Level 5 (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> Effectively completed job objectives and work assignments. Completed work that supports unit-related objectives, anticipating and overcoming obstacles; ensures completed work is accurate, thorough, documented, and meets applicable instructions, authorities, standards, policies, procedures, and guidelines. Organized, prioritizes, and schedules own and/or other's work activities to complete assignments in a timely and effective manner; adjusts priorities to respond effectively to changing situations. Demonstrated high standards of personal and professional conduct and models a high standard of performance for others. 	<ul style="list-style-type: none"> Achieved outcomes and results that are superior in quality, quantity, timeliness and impact to what would ordinarily be expected at this level. Contributed to organizational performance well beyond what is expected. Exhibited the highest standards of professionalism.
BAND 4	
Level 3	Level 5 (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> Effectively completed job objectives and work assignments. Completed work that supports mission-related objectives, anticipating and overcoming difficult obstacles; ensures completed work is accurate, thorough, documented, and in alignment with the mission and objectives of the organization as well as applicable instructions, authorities, standards, policies, procedures, and guidelines. In achieving job objectives and work assignments established priorities and oversaw the coordination of work across multiple projects, effectively balanced competing work demands to ensure a positive outcome; makes adjustments to priorities and schedules to effectively respond to changing work situations or demands. Demonstrated high standards of personal and professional conduct and models a high standard of performance for others. 	<ul style="list-style-type: none"> Achieved outcomes and results that are superior in quality, quantity, timeliness and impact to what would ordinarily be expected at this level. Persisted in overcoming obstacles and puts forth extra effort to accomplish difficult assignments. Contributed to organizational performance well beyond what is expected. Exhibited the highest standards of professionalism.

Professional / Analytic (Non-Supervisors)	
BAND 1	
Level 3	Level 5 (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • With guidance, effectively achieved the stated objective. • With guidance, organized and prioritized own tasks to deliver the objective, adjusting work plans and overcoming obstacles as necessary. • Demonstrated high standards of personal and professional conduct and represented the organization or work unit effectively. 	<ul style="list-style-type: none"> • Contributed results beyond what was expected; results were far superior in quality, quantity, timeliness and/or impact to the stated objective. Exhibited the highest standards of professionalism.
BAND 2	
Level 3	Level 5 (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • Effectively achieved the stated objective, anticipating and overcoming significant obstacles. Adapts established methods and procedures when needed. • Results were technically sound, accurate, thorough, documented, and met applicable authorities, standards, policies, procedures and guidelines. • Planned, organized prioritized, and scheduled own work activities to deliver the objective in a timely and effective manner, making adjustments to respond to changing situations and anticipating and overcoming difficult obstacles as necessary. • Demonstrated high standards of personal and professional conduct and represented the organization or work unit effectively. 	<ul style="list-style-type: none"> • Contributed results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective to what would be expected at this level. • Exhibited the highest standards of professionalism.
BAND 3	
Level 3	Level 5 (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • Effectively delivered an objective with broad and significant impact that was in alignment with the mission and objectives of the organization as well as applicable authorities, standards, policies, procedures and guidelines anticipating and overcoming significant obstacles. Adapts established methods and procedures when needed. • Established priorities and coordinated work across projects, programs or people, effectively balancing work demands and anticipating and overcoming difficult obstacles to achieve a timely and positive outcome. • Demonstrated high standards of professional conduct and represented the organization or work unit effectively. 	<ul style="list-style-type: none"> • Contributed results beyond what was expected in the face of highly difficult obstacles; results were far superior in quality, quantity, and/or impact to the stated objective to what would be expected at this level. • Created new and innovative methods and processes that contributed significantly to the success of the organization. • Exhibited the highest standards of professionalism. Accomplishments and outcomes were of such magnitude that they contributed to the organization exceeding its mission goals and objectives for the year.

Supervisors	
BAND 1	
Level 3	Level 5 (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • With guidance, effectively achieved the stated objective. • With guidance, organized and prioritized own tasks to deliver the objective, adjusting work plans and overcoming obstacles as necessary. • As directed, translated project or team goals into objectives and work assignments for others; followed up to ensure tasks were completed effectively and in a timely manner. • With guidance, achieved expected results by effectively carrying out all established supervisory responsibilities. • As directed, maintained a productive, safe and harmonious workplace by responding promptly and effectively to employee misconduct, prohibited discrimination, harassment, deficient performance, etc. • Demonstrated high standards of personal and professional conduct and represented the organization or work unit effectively. • Ensured EEO policy statements are prominently posted in work areas. • Required EEO-related employee training is completed, as directed. • With guidance, demonstrated efforts to resolve allegations of discrimination and work place dissatisfactions at the lowest level. 	<ul style="list-style-type: none"> • Contributed business results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective. • Supervisory contributions were exemplary and the results achieved went well beyond what was expected in terms of quality, quantity, timeliness and/or impact. • Proactive and innovative in instituting measures to foster increased productivity, safety and harmonious relations within the workplace • Exhibited the highest standards of professionalism • Within defined parameters recognizes issues or problems and identifies patterns or trends with EEO and/or Affirmative Action implications.
BAND 2	
Level 3	Level 5 (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • Effectively achieved the stated objective that was technically sound, accurate, thorough, documented, and met applicable authorities, standards, policies, procedures, and guidelines. • Planned, organized, prioritized, and scheduled own work activities to deliver the objective in a timely and effective manner, making adjustments to respond to changing situations and anticipating and overcoming difficult obstacles as necessary. • Provided clear guidance to others by translating organizational goals into concrete objectives, plans, priorities, and assignments for work unit members; coordinated work activities and proactively monitored progress to ensure tasks were completed efficiently and effectively. • Achieved expected results by effectively carrying out all established supervisory responsibilities. • Maintained a productive, safe and harmonious workplace by responding promptly and effectively to employee misconduct, prohibited discrimination, harassment, deficient performance, etc. • Demonstrated high standards of personal and professional conduct and represents the organization or work unit effectively • Ensured EEO policy statements are prominently posted in work areas and on organization websites. • Required EEO-related employee training is completed. • Ensure open, transparent, and objective merit selection factors • Identified and eliminated conditions and non-merit factors that contribute to barriers to employment opportunities where applicable • Demonstrated efforts to resolve allegations of discrimination and work place dissatisfactions at the lowest level and supported/guided subordinate supervisors (if any) to do the same 	<ul style="list-style-type: none"> • Contributed business results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective. • Supervisory contributions were exemplary and the results achieved went well beyond what was expected in terms of quality, quantity, timeliness and/or impact. • Proactive and innovative in instituting measures to foster increased productivity, safety and harmonious relations within the workplace. Exhibited the highest standards of professionalism. • Identified and utilized innovative and/or creative methods that accomplish current work and support overall Human Capital Strategic Goals, inclusiveness and the accommodation of disabilities.

Supervisors (con't)	
BAND 3	
Level 3	Level 5 (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> Effectively delivered an objective with broad and significant impact that was in alignment with the mission and objectives of the organization as well as applicable authorities, standards, policies, procedures, and guidelines. Established priorities and coordinated work across projects, programs, or people, effectively balancing competing work demands and anticipating and overcoming difficult obstacles to achieve a timely and positive outcome. Provided clear guidance to others by translating organizational vision and goals into concrete objectives, strategies, plans, priorities, and assignments; coordinated work activities and proactively monitored progress to ensure that the goals were achieved. Achieved expected results by effectively carrying out all established supervisory responsibilities. Maintained a productive, safe and harmonious workplace by responding promptly and effectively to employee misconduct, prohibited discrimination, harassment, deficient performance, etc. Demonstrated high standards of personal and professional conduct and represents the organization or work unit effectively. Develops organizational EEO policies and communicates policies that promote a workplace free from harassment and intolerance Ensure open, transparent, and objective merit selection factors and ensure that subordinate supervisors (if any) do the same. Reviews allegations and complaints of discrimination for patterns and initiates corrective actions as appropriate. Ensures reasonable workforce accommodation and access to information, services, facilities and programs for all employees, applicants for employment, and the general public. 	<ul style="list-style-type: none"> Contributed business results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective. Supervisory contributions were exemplary and the results achieved went well beyond what was expected in terms of quality, quantity, timeliness and/or impact. Proactive and innovative in instituting measures to foster increased productivity, safety and harmonious relations within the workplace. Accomplishments and outcomes were of such magnitude that they contributed to the organization exceeding its mission goals and objectives for the year. Exhibited the highest standards of professionalism. Allocates adequate staff, and fiscal resources in support of EEO and workforce diversity programs. Participate personally in identification and recruitment for vacancies in under represented positions and encourage subordinate supervisors (if any) do the same. Encourage and foster organizational use of problem solving and alternate dispute resolution processes Identifies and utilizes innovative and/or creative methods that accomplish current work and provide long range support for Human Capital Strategic Goals, inclusiveness and the accommodation of persons with disabilities.

Contributing Factors with Associated Work Behaviors and Descriptors

Professional / Analytic Contributing Factor – Technical Proficiency	
Work Behaviors:	<ul style="list-style-type: none"> • Demonstrates and applies relevant and appropriate knowledge and skills to perform work activities. • Stays up-to-date in professional/technical specialties. • Acquires, develops, and maintains relevant and appropriate job skills through training or other developmental activities. • Uses appropriate and available technology or tools to perform work activities. • Demonstrates an understanding of the organization's mission, functions, values, and applicable policies and procedures. • Develops and maintains an awareness of internal/external factors affecting the organization or specific work assignments.
Pay Band 1	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • With supervision, applies basic knowledge and skills (including use of appropriate technology or tools) to perform straightforward or well-defined work activities. • As directed, acquires, develops, and maintains relevant job skills through a variety of methods. • Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance. • Demonstrates a basic understanding of how one's own work relates to the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that affect the work unit; seeks opportunities to use this knowledge constructively when completing own assignments. 	<ul style="list-style-type: none"> • Applies knowledge to perform more advanced tasks with minimal supervision. • Seeks feedback on own performance and takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission. • Demonstrates a working understanding of how internal and external factors affect organizations and units outside of one's own and effectively uses this knowledge to complete tasks.
Pay Band 2	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Applies substantive knowledge and skills (including use of appropriate technology or tools) to independently perform a full range of assignments, including moderately complex work activities; seeks occasional guidance as appropriate. • Acquires, develops, and maintains relevant job skills through a variety of methods. • Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance and contribute to work unit performance. • Demonstrates a thorough understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that affect the organization; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities. 	<ul style="list-style-type: none"> • Applies depth and breadth of knowledge to independently perform well on the most complex or varied assignments at this level. • Takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission. • Is frequently consulted by others because of depth and/or breadth of understanding of the organization and the internal and external factors that affect it; seeks out and capitalizes on opportunities to use this knowledge to contribute to organizational goals and outcomes.
Pay Band 3	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Applies expert-level knowledge and skills (including use of appropriate technology or tools) to perform a wide range of highly complex work activities. • Maintains technical expertise by keeping up-to-date with the latest developments in professional/technical specialties. • Applies expert-level knowledge to improve own and organizational performance. • Demonstrates an extensive understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that impact programs that extend across components or throughout a component/command or an equivalent organization; seeks out and capitalizes on opportunities to use this knowledge to help the organization accomplish its mission and move toward its long-term vision. 	<ul style="list-style-type: none"> • Is frequently consulted for depth and/or breadth of expertise to handle the most complex and difficult assignments at this level. • Continually strives to broaden and enhance expertise, resulting in contributions that significantly advance key organizational goals and objectives. • Is widely recognized for his or her expertise regarding organizational systems and internal and external factors impacting programs that extend across components or throughout a component/command or an equivalent organization; seeks out and capitalizes on opportunities to leverage this knowledge to make contributions with far-ranging impact.

**Professional / Analytic
Contributing Factor – Critical Thinking**

Work Behaviors:

- Recognizes issues, problems, opportunities, or emerging trends.
- Collects information or data that is necessary and appropriate for identifying or addressing issues and problems.
- Analyzes and integrates relevant information or data to draw sound conclusions.
- Identifies and evaluates alternative solutions to problems or issues.
- Makes sound and timely decisions or recommendations.
- Identifies and utilizes innovative or creative methods to accomplish work.

Pay Band 1

Expected

- With guidance, recognizes obvious issues or problems and collects information from routine sources for a basic understanding of straightforward or well-defined issues.
- With guidance, analyzes and integrates basic data to identify clear patterns or trends and to draw reasonable, logical conclusions.
- With guidance, solves straightforward or well-defined problems; makes timely and logical decisions in well-defined, low-risk situations affecting own work.
- With guidance, modifies procedures for accomplishing assignments when it becomes clear that the original approach will not work.

Enhanced (Additions at this level.)

- Additions at the Enhanced level: Independently recognizes issues or problems and identifies patterns and trends.
- When collecting data, takes initiative to identify additional sources of information for a more comprehensive understanding.
- Makes recommendations for solving problems beyond immediate scope of responsibility.
- Anticipates when an approach may not work in accomplishing own assignments and takes initiative to suggest alternatives.

Pay Band 2

Expected

- Identifies information necessary to define and understand complex issues; collects necessary information.
- Efficiently and effectively analyzes and integrates complex data to identify emerging patterns or trends and draw reasonable, logical conclusions.
- Identifies and evaluates alternative solutions to complex problems or issues that affect own or others' work.
- Makes timely and logical recommendations or decisions in a variety of complex situations that affect the work unit; seeks supervisory assistance for unusual situations.
- Reviews current work processes, and identifies innovative or creative ways to improve efficiency or effectiveness.

Enhanced (Additions at this level.)

- Rapidly and correctly identifies key issues or problems and assesses their significance.
- Displays persistence in tracking down hard-to-obtain information.
- Makes effective recommendations for solving problems beyond immediate scope of responsibility.
- Makes timely and logical recommendations or decisions when circumstances are ambiguous or complete information is not available.
- Evaluates the impact of external events on current processes and uses this information to develop appropriate alternatives.

Pay Band 3

Expected

- Identifies information necessary to define and understand a variety of highly complex or high-visibility issues and place them in a larger context; collects necessary information.
- Efficiently and effectively analyzes and integrates highly complex data, determining connections between pieces of data to detect emerging patterns, trends, or opportunities for action; draws reasonable, logical conclusions from data.
- Identifies and evaluates creative and insightful solutions to highly complex or visible problems/issues.
- Makes timely and logical recommendations or decisions in highly complex, difficult, high pressure, and/or ill-defined situations that have significant or far-reaching impact.
- Develops innovative or creative solutions in response to new and emerging issues.

Enhanced (Additions at this level.)

- Identifies significant connections between pieces of data to draw innovative conclusions.
- Focuses on the most critical information needed to define and understand issues.
- Displays persistence in tracking down hard-to-obtain information.
- Takes the initiative to resolve problems of particular difficulty, sensitivity, or strategic importance in order to maximize contributions to the organization.
- Makes effective recommendations or decisions in situations where there is a high degree of uncertainty about the outcome.
- Improves efficiency and effectiveness of work processes; anticipates how work processes may be affected by changes in the environment and develops creative and highly effective alternatives.

Professional / Analytic
Contributing Factor – Cooperation and Teamwork

Work Behaviors:	<ul style="list-style-type: none"> • Develops and maintains effective working relationships with others. • Respects and values individual differences and diversity by treating everyone fairly and professionally. • Contributes to organizational or institutional knowledge by sharing information with others. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity. • Collaborates effectively with others to resolve disagreements or conflicts in a positive and constructive manner.
Pay Band 1	
Expected	Enhanced (Additions at this level.)
<ul style="list-style-type: none"> • Works collaboratively and flexibly to accomplish shared goals. • Treats everyone fairly and professionally, respecting and valuing individual differences and diversity. • Shares relevant knowledge and information with others within the work unit. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity. • With guidance, handles minor work-related disagreements or conflicts in a positive and constructive manner. 	<ul style="list-style-type: none"> • Builds effective partnerships within units that contribute to a team environment. • Takes initiative to provide assistance to others. • Seeks out opportunities to share knowledge and skills with others. • Independently handles minor work-related disagreements or conflicts in a positive and constructive manner; develops options to resolve disagreements or conflicts that require resolution at a higher level.
Pay Band 2	
Expected	Enhanced (Additions at this level.)
<ul style="list-style-type: none"> • Contributes to achieving work unit goals by working collaboratively and flexibly with others and building effective partnerships across units. • Treats everyone fairly and professionally, respecting and valuing individual differences and diversity. • Shares relevant knowledge and information with others. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity. • Handles challenging work-related disagreements or conflicts and resolves them in a positive and constructive manner; develops options to resolve disagreements or conflicts that require resolution at a higher level. 	<ul style="list-style-type: none"> • Contributes to achieving organizational objectives by building effective partnerships across organizations. • Takes initiative to make extra contributions to work unit efforts; recognizes when others need assistance and provides support to advance unit goals. • Fosters a climate of trust by demonstrating respect for and value of individual differences and diversity. • Seeks out opportunities to share relevant knowledge and skills with others. • Develops formal knowledge sharing systems (e.g., work aids, technical papers, etc.). • Anticipates and strives to mitigate potential conflicts or disagreements.
Pay Band 3	
Expected	Enhanced (Additions at this level.)
<ul style="list-style-type: none"> • Contributes to achieving organizational objectives by modeling collaboration and flexibility and building effective partnerships internal and external to the organization. • Treats everyone fairly and professionally, respecting and valuing individual differences and diversity. • Seeks out opportunities to share relevant knowledge and skills with others. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity. • Anticipates, strives to mitigate, and effectively handles complex or sensitive work-related disagreements or conflicts and resolves them in a positive and constructive manner; as needed, develops options to resolve disagreements or conflicts that require resolution at a higher level. 	<ul style="list-style-type: none"> • Takes initiative to make extra contributions to cross-organizational efforts; recognizes when others need assistance and provides support to advance organizational goals. • Champions respect for and value of individual differences and diversity, fostering a climate that reinforces these values. • Actively works to ensure the continuous transfer of knowledge and skills across organizations by serving as a technical resource or initiating and overseeing the development of formal knowledge sharing systems (e.g., work aids, technical papers, etc.).

**Professional / Analytic
Contributing Factor – Communication**

Work Behaviors:	<ul style="list-style-type: none"> • Actively listens and appropriately responds to the questions, ideas, and concerns of others. • Writes in an accurate, clear, concise, well-organized, and timely manner. • Orally communicates in an accurate, clear, concise, well-organized, and timely manner. • Tailors communication (e.g., language, tone, level of specificity) to the audience's level of understanding and to the communication medium.
Pay Band 1	
Expected	Enhanced (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • Actively listens and appropriately responds to questions and concerns from others; shows respect for others' ideas, comments, and questions. • With guidance, communicates routine information in an accurate, clear, concise, well-organized, and timely manner; written communications may require some revisions. • With guidance, effectively adjusts communications to the audience's level of understanding. 	<ul style="list-style-type: none"> • Prepares and delivers communications with minimal guidance; written communications require fewer revisions than would ordinarily be expected at this level. • With minimal guidance, tailors communications to meet the audience's needs.
Pay Band 2	
Expected	Enhanced (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and crafts clear and organized responses, following up to ensure understanding. • Communicates moderately complex information, concepts, and ideas in an accurate, clear, concise, comprehensive, well-organized, and timely manner; written communications typically require minimal revisions. • Tailors communication style (e.g., language, tone, and format) and customizes communications to meet the audience's needs and level of understanding. 	<ul style="list-style-type: none"> • Adeptly reads interpersonal interactions and nonverbal cues and adjusts own behavior to more effectively communicate with others. • Prepares and delivers communications that are of exceptional technical quality as recognized by peers, supervisors, and/or customers. • Communicates complex information, concepts, and ideas to a range of audiences in a manner that facilitates their understanding.
Pay Band 3	
Expected	Enhanced (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and crafts clear and organized responses, following up to ensure understanding. • Communicates complex information, concepts, and ideas to a wide range of audiences in an accurate, clear, concise, comprehensive, well-organized, and timely manner; written communications are generally accepted without changes. • Tailors style and materials to communicate information effectively to different levels of audiences, properly emphasizing critical issues. 	<ul style="list-style-type: none"> • Adeptly reads complex interpersonal interactions and nonverbal cues and adjusts own behavior to communicate more effectively with others. • Prepares and delivers communications that are of exceptional technical quality as recognized by peers, supervisors, and/or customers. • Uses a variety of techniques to communicate highly complex information, concepts, and ideas to a range of audiences in a manner that facilitates their understanding and acceptance of the information.

**Professional / Analytic
Contributing Factor – Customer Focus**

Work Behaviors:

- Effectively identifies and assesses customer requirements.
- Effectively manages customer expectations and addresses questions and concerns.
- Provides timely, flexible, and responsive service to customers.

Pay Band 1

Expected

- As directed, interacts effectively with customers to understand their needs and address questions and concerns.
- Keeps supervisor informed of progress and issues associated with the delivery of customer products and/or services.
- With guidance, provides timely, flexible, and responsive products and/or services to customers.

Enhanced (Additions at this level.)

- Takes initiative to learn about and engage with customers to better understand their needs, resulting in a higher quality of products and/or services; makes recommendations to improve customer products and/or services.
- Recognizes potential issues or inconsistencies in customer requests and recommends solutions.

Pay Band 2

Expected

- Maintains regular contact with customers to gather information about their requirements and needs and delivers timely, flexible, and responsive products and/or services to meet those needs.
- Discusses expectations with customers to ensure mutual understanding and acceptance; keeps customers and relevant others informed of progress, issues, and/or problems that could impede progress and suggests workable solutions.
- Responds to questions or requests from customers in a timely manner.

Enhanced (Additions at this level.)

- Develops innovative and useful suggestions for designing and adapting customer-focused products and/or services.
- Correctly anticipates customer needs and resolves or avoids potential problems, resulting in improved overall customer satisfaction.

Pay Band 3

Expected

- Proactively communicates with customers to help define their needs and obtain feedback; strives to continually enhance products and/or services.
- Works with customers to set mutually acceptable expectations (e.g., timelines and deliverables); informs customers or relevant others of progress, changes, issues, or problems that could affect progress and develops effective solutions to address them.
- Provides timely, flexible, innovative, and responsive products and/or services to customers, resulting in high overall customer satisfaction.

Enhanced (Additions at this level.)

- Develops innovative and useful approaches for improving or expanding products and/or services, resulting in highly valued services that improve overall customer satisfaction.
- Takes initiative to anticipate and implement effective solutions to prevent problems, thus avoiding gaps in customer expectations.

Professional / Analytic
Contributing Factor – Resource Management

Work Behaviors:	<ul style="list-style-type: none">• Maintains an awareness of available resources and the process for acquiring needed resources.• Identifies and advocates for resources required to accomplish work activities or projects.• Makes effective and efficient use of available resources.• Safeguards available resources to prevent fraud, waste, and abuse.• Promotes workplace safety and security.	
	Pay Band 1	
	Expected	Enhanced <i>(Additions at this level.)</i>
	<ul style="list-style-type: none">• Demonstrates a basic knowledge of available resources and the process for acquiring the resources needed to accomplish own work.• With guidance, requests basic resources needed to perform own work; uses resources in an efficient manner that safeguards against fraud, waste, and abuse.• Properly follows all workplace safety and security procedures.	<ul style="list-style-type: none">• Takes initiative to learn as much as possible about available resources and the process for acquiring them.• Makes meaningful suggestions for increasing efficiency in the use of resources.
	Pay Band 2	
Expected	Enhanced <i>(Additions at this level.)</i>	
<ul style="list-style-type: none">• Demonstrates knowledge of the resources available to the work unit and the processes to acquire them; identifies and advocates for resources necessary to support and contribute to mission requirements.• Uses resources in an efficient and effective manner that safeguards against fraud, waste, and abuse.• Promotes workplace safety and security by demonstrating correct behaviors.	<ul style="list-style-type: none">• Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed.• Takes initiative to contribute to resource planning efforts.• Actively assists others in using resources more efficiently.• Suggests flexible and innovative approaches to stretch limited resources.	
Pay Band 3		
Expected	Enhanced <i>(Additions at this level.)</i>	
<ul style="list-style-type: none">• Demonstrates broad knowledge of the resources available to the organization and the processes to acquire them; identifies and effectively advocates for the resources necessary to support and contribute to mission requirements; actively contributes to resource planning efforts and competently defends resource requirements.• Uses resources in an efficient and effective manner that safeguards against fraud, waste, and abuse.• Promotes workplace safety and security by modeling correct behaviors.	<ul style="list-style-type: none">• Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed.• Balances competing resource requirements to ensure alignment with mission objectives.• Identifies alternative resources and actively assists others in using resources more efficiently.• Devises and implements flexible and innovative approaches to stretch limited resources, resulting in greater contributions to the organization.	

All Supervisors and Selected Employees in the Professional / Analytic and Technician / Support

Contributing Factor – Leadership

Work Behaviors:	<ul style="list-style-type: none">• Seeks out and capitalizes on opportunities to help the organization accomplish its mission and objectives and move toward its long-term vision.• Communicates a vision for work unit, translating broad organizational goals into concrete objectives, plans, priorities, and• Assignments with special emphasis on agency affirmative employment program objectives and support programs.• Effectively assigns, coordinates, and monitors the work of others.• Provides timely and constructive feedback (formal or informal) to others.• Develops others through motivation, mentoring, and coaching.• Fosters an environment that facilitates a high performing workforce and models a high standard of performance for others.• Demonstrates a commitment to EEO thru the integration of EEO into mission accomplishment, accountability for progress in identification and elimination of barriers to a representative workforce, proactive prevention of unlawful discrimination, and efficient, responsive, and legally compliant disposition of allegations of discrimination.					
	Pay Band 1 (Band 2 for Technical Support Pay Schedule)					
<table><tr><td>Expected</td><td>Enhanced (Additions at this level.)</td></tr><tr><td><ul style="list-style-type: none">• Translates project or work unit goals into concrete work assignments for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively.• Appropriately considers strengths and developmental needs of subordinates in assigning work.• Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills.• Develops others through motivation, mentoring, coaching, and instruction.• Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.• Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations.</td><td><ul style="list-style-type: none">• Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support work unit goals.• Helps staff to develop new skills and competencies by encouraging them to attempt more difficult tasks and try new approaches.</td></tr></table>			Expected	Enhanced (Additions at this level.)	<ul style="list-style-type: none">• Translates project or work unit goals into concrete work assignments for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively.• Appropriately considers strengths and developmental needs of subordinates in assigning work.• Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills.• Develops others through motivation, mentoring, coaching, and instruction.• Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.• Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations.	<ul style="list-style-type: none">• Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support work unit goals.• Helps staff to develop new skills and competencies by encouraging them to attempt more difficult tasks and try new approaches.
Expected	Enhanced (Additions at this level.)					
<ul style="list-style-type: none">• Translates project or work unit goals into concrete work assignments for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively.• Appropriately considers strengths and developmental needs of subordinates in assigning work.• Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills.• Develops others through motivation, mentoring, coaching, and instruction.• Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.• Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations.	<ul style="list-style-type: none">• Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support work unit goals.• Helps staff to develop new skills and competencies by encouraging them to attempt more difficult tasks and try new approaches.					
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Expected	Enhanced (Additions at this level.)					
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Pay Band 3 (Band 4 for Technical Support Pay Schedule)						
<table><tr><td>Expected</td><td>Enhanced (Additions at this level.)</td></tr><tr><td><ul style="list-style-type: none">• Effectively formulates short- and long-term strategies across units that take a broad view and achieve significant results in support of the organization's goals and long-term vision.• Translates broad organizational goals into objectives and assignments and helps unit leaders determine how to execute them efficiently and effectively.• Appropriately considers strengths and developmental needs of subordinates in assigning work.• Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills.• Develops others through motivation, mentoring, coaching, and instruction.• Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.• Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations.</td><td><ul style="list-style-type: none">• Anticipates new or changing demands and plans effectively for the future by developing strategies for units to meet organizational goals.• Identifies feedback measures that provide information for assessing priorities and advancing organizational goals.• Influences subordinates to pursue developmental opportunities and provides support for those opportunities.</td></tr></table>			Expected	Enhanced (Additions at this level.)	<ul style="list-style-type: none">• Effectively formulates short- and long-term strategies across units that take a broad view and achieve significant results in support of the organization's goals and long-term vision.• Translates broad organizational goals into objectives and assignments and helps unit leaders determine how to execute them efficiently and effectively.• Appropriately considers strengths and developmental needs of subordinates in assigning work.• Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills.• Develops others through motivation, mentoring, coaching, and instruction.• Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.• Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations.	<ul style="list-style-type: none">• Anticipates new or changing demands and plans effectively for the future by developing strategies for units to meet organizational goals.• Identifies feedback measures that provide information for assessing priorities and advancing organizational goals.• Influences subordinates to pursue developmental opportunities and provides support for those opportunities.
Expected	Enhanced (Additions at this level.)					
<ul style="list-style-type: none">• Effectively formulates short- and long-term strategies across units that take a broad view and achieve significant results in support of the organization's goals and long-term vision.• Translates broad organizational goals into objectives and assignments and helps unit leaders determine how to execute them efficiently and effectively.• Appropriately considers strengths and developmental needs of subordinates in assigning work.• Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills.• Develops others through motivation, mentoring, coaching, and instruction.• Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.• Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations.	<ul style="list-style-type: none">• Anticipates new or changing demands and plans effectively for the future by developing strategies for units to meet organizational goals.• Identifies feedback measures that provide information for assessing priorities and advancing organizational goals.• Influences subordinates to pursue developmental opportunities and provides support for those opportunities.					

Supervisory Contributing Factor – Technical Proficiency

Work Behaviors:	<ul style="list-style-type: none"> • Demonstrates and applies relevant and appropriate knowledge and skills to perform work activities. • Stays up-to-date in professional/technical specialties. • Acquires, develops, and maintains relevant and appropriate job skills through training or other developmental activities. • Uses appropriate and available technology or tools to perform work activities. • Demonstrates an understanding of the organization's mission, functions, values, and applicable policies and procedures. • Develops and maintains an awareness of internal/external factors affecting the organization or specific work assignments. • Demonstrates an understanding of the relationship between the agency's affirmative employment program and the work unit's support/involvement therein.
Pay Band 1	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Applies substantive knowledge and skills (including use of appropriate technology or tools) to oversee a full range of assignments; seeks occasional guidance from more senior supervisors as appropriate. • Acquires, develops, and maintains relevant skills through a variety of methods; stays up-to-date in relevant disciplines and applies this knowledge to improve own and work unit performance. • Demonstrates an understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that may affect the work unit; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities. 	<ul style="list-style-type: none"> • Applies depth and breadth of knowledge to independently oversee complex or varied assignments at this level. • Takes initiative to improve knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission. • Is frequently sought out by others because of depth and/or breadth of understanding of the organization and the internal and external factors that affect the work unit; seeks out and capitalizes on opportunities to use this knowledge to contribute to organizational goals and outcomes
Pay Band 2	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Applies advanced-level knowledge and skills (including use of appropriate technology or tools) to manage a wide range of work activities; consults with experts as appropriate. • Acquires, develops, and maintains relevant skills through a variety of methods; stays up-to-date in relevant disciplines and applies this knowledge to improve own and work unit performance. • Demonstrates a thorough understanding of the organization's mission, functions, values, applicable policies and procedures, and the internal and external factors that may affect the organization; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities. 	<ul style="list-style-type: none"> • Applies depth and breadth of knowledge to independently manage the most complex or varied assignments at this level. • Takes initiative to acquire, develop, and maintain relevant skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission. • Is frequently consulted by others because of depth and/or breadth of understanding of organizational systems and the internal and external factors that affect it; seeks out and capitalizes on opportunities to use this knowledge to make contributions that have an impact beyond the work unit.
Pay Band 3	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Applies expert-level knowledge and skills (including use of appropriate technology or tools) to manage a wide range of work activities. • Acquires, develops, and maintains expertise by staying up-to-date with the latest developments in relevant disciplines and applies this knowledge to improve own and organizational performance. • Demonstrates an extensive understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that may impact programs that extend across components or throughout a component/command or an equivalent organization; seeks out and capitalizes on opportunities to use this knowledge to help the organization accomplish its mission and move toward its long-term vision. 	<ul style="list-style-type: none"> • Is consistently sought out to manage the most complex and difficult assignments. • Continually strives to broaden and enhance expertise, resulting in contributions that significantly advance key organizational goals and objectives. • Is consistently consulted by senior-level officials internal and external to the organization for his or her expertise regarding organizational systems and the internal and external factors impacting programs that extend across components or throughout a component/command or an equivalent organization; seeks out and capitalizes on opportunities to leverage this knowledge to make contributions with far-ranging impact.

Supervisory Contributing Factor – Critical Thinking

Work Behaviors:	<ul style="list-style-type: none"> • Recognizes issues, problems, opportunities, or emerging trends. • Collects information or data that is necessary and appropriate for identifying or addressing issues and problems. • Analyzes and integrates relevant information or data to draw sound conclusions. • Identifies and evaluates alternative solutions to problems or issues. • Makes sound and timely decisions or recommendations. • Identifies and utilizes innovative or creative methods to accomplish work.
Pay Band 1	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Effectively analyzes and integrates complex data to identify emerging patterns or trends; draws reasonable, logical conclusions. • Identifies information necessary and appropriate to define and understand complex issues and collects the information from a variety of sources. • Identifies and evaluates alternative solutions to complex problems or issues that affect the work unit. • Makes sound and timely recommendations or decisions in a variety of complex situations; seeks supervisory assistance as necessary. • Reviews the unit's current work processes and identifies innovative or creative ways to improve efficiency and/or effectiveness. 	<ul style="list-style-type: none"> • Rapidly and correctly identifies key issues or problems, even when subtle. • Displays persistence in tracking down hard-to-find information. • Makes effective recommendations for solving problems beyond immediate scope of responsibility. • Makes sound and timely recommendations or decisions when circumstances are ambiguous or complete information is not available. • Evaluates the impact of external events on current processes and develops creative and effective alternatives.
Pay Band 2	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Effectively analyzes and integrates highly complex data to detect emerging trends, patterns, or opportunities for action; draws reasonable, logical conclusions, considering their immediate, midterm and long range effects. • Identifies information necessary and appropriate to define and understand highly complex issues; collects information from a variety of sources. • Identifies and evaluates alternative solutions to unusual, highly complex problems or issues that affect multiple work units. • Makes sound and timely recommendations or decisions in complex and/or ill-defined situations, conferring with supervisor in unusual situations. • Reviews work processes and identifies and implements innovative or creative ways to improve efficiency and/or effectiveness and assesses the impact of those innovations on minorities, women and people with disabilities before recommending organizational changes. 	<ul style="list-style-type: none"> • Makes connections between pieces of divergent information that are difficult to recognize; identifies patterns or emerging trends from minimal or incomplete data. • Focuses on the most critical pieces of information needed to understand a variety of complex issues; displays persistence in tracking down hard-to-find information. • Makes effective recommendations for solving problems beyond immediate scope of responsibility. • Makes sound and timely recommendations or decisions in high-risk situations when complete information is not available. • Anticipates how work processes may be affected by changes in the environment and develops creative and effective alternatives. • Identifies and utilizes innovative and/or creative methods that accomplish current work and support overall Human Capital Strategic Goals, inclusiveness and the accommodation of persons with disabilities.
Pay Band 3	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Effectively analyzes and integrates highly complex data to detect emerging trends, patterns, or opportunities for action; draws reasonable, logical conclusions, considering their immediate, midterm, and long range effects. • Identifies sources of information necessary and appropriate to define and understand a variety of highly complex or high-visibility issues and place them in a larger context; evaluates information for completeness and validity. • Identifies and evaluates creative and insightful solutions to highly complex or highly visible problems/issues that affect the organization. • Makes sound and timely recommendations or decisions in highly complex, difficult, high pressure, and/or ill-defined situations that have far-reaching impact. • Develops and directs the implementation of innovative or creative work processes to improve efficiency and/or effectiveness. 	<ul style="list-style-type: none"> • Makes connections between pieces of divergent information that are difficult to recognize; identifies patterns or emerging trends from minimal or incomplete data. • Focuses on the most critical information needed to define and understand issues; displays persistence in tracking down hard-to-find, relevant information. • Takes the initiative to resolve problems of particular difficulty, sensitivity, or strategic importance in order to maximize contributions to the organization. • Makes effective decisions in high-risk situations where complete information is not available and there is a high degree of uncertainty about the outcome. • Anticipates how work processes may be affected by changes in the environment and develops creative and highly effective alternatives. • Identifies and utilizes innovative and/or creative methods that accomplish current work and support overall Human Capital Strategic Goals, inclusiveness and the accommodation of persons with disabilities.

Supervisory Contributing Factor – Cooperation and Teamwork

Work Behaviors:	<ul style="list-style-type: none"> • Develops and maintains effective working relationships with others. • Respects and values individual differences and diversity by treating everyone fairly and professionally. • Contributes to organizational or institutional knowledge by sharing information with others. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity. • Collaborates effectively with others to resolve disagreements or conflicts in a positive and constructive manner.
Pay Band 1	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Contributes to achieving work unit objectives by working collaboratively with others and building effective partnerships. • Treats everyone fairly and professionally, respecting and valuing individual differences and diversity; provides guidance to others on respectful behavior. • Shares knowledge and skills with others. Effectively handles minor disagreements or conflicts and resolves them in a positive and constructive manner. • Respects and valued individual differences, values and diversity, promoting inclusiveness and supporting accomplishments of persons with disabilities. 	<ul style="list-style-type: none"> • Takes initiative to make extra contributions to work unit efforts; recognizes when others need assistance and provides support to advance unit goals beyond what is expected. • Builds a climate of cooperation and trust by demonstrating behavior that clearly shows respect for and value of individual differences and diversity. • Seeks out opportunities to share knowledge and skills with others.
Pay Band 2	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Contributes to achieving work unit objectives by demonstrating cooperative behaviors and building effective partnerships across units. • Treats everyone fairly and professionally, respecting and valuing individual differences and diversity; provides guidance to others on respectful behavior. • Encourages and promotes knowledge and skill sharing within the work unit. • Effectively handles disagreements or conflicts, including those that are challenging, and resolves them in a positive and constructive manner. • Respects and valued individual differences, values and diversity, promoting inclusiveness and supporting accomplishments of persons with disabilities. • Develops work unit objectives/activities that implement/support agency affirmative employment objectives. 	<ul style="list-style-type: none"> • Takes initiative to make extra contributions to work unit efforts; recognizes when others need assistance and provides support to advance unit goals beyond what is expected. • Builds a climate of cooperation and trust by demonstrating behavior that clearly shows respect for and value of individual differences and diversity. • Seeks out opportunities to increase knowledge and skill transfer in the work unit.
Pay Band 3	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Builds and maintains a positive team atmosphere by promoting and demonstrating collaboration among work units; skillfully builds collaborative networks of partners and decision makers across boundaries that help the organization to achieve its goals. • Builds a climate of cooperation and trust by treating everyone fairly and professionally, respecting and valuing individual differences and diversity; provides guidance to others on respectful behavior and provides direct, clear feedback to individuals who behave in a manner inconsistent with these values. • Seeks out opportunities to increase knowledge and skill transfer in the organization. • Anticipates, strives to mitigate, and effectively handles complex or sensitive disagreements or conflicts and resolves them in a positive and constructive manner. • Respects and valued individual differences, values and diversity, promoting inclusiveness and supporting accomplishments of persons with disabilities and ensures that subordinate supervisors (if any) do the same. • Develops work unit objectives/activities that implement/support agency affirmative employment objectives. 	<ul style="list-style-type: none"> • Takes initiative to make extra contributions to cross-organizational efforts; recognizes when others need assistance and provides support to advance organizational goals beyond what is expected. • Champions respect for and value of individual differences and diversity, fostering a climate that reinforces these values. • Actively works to ensure the continuous transfer of knowledge and skills throughout the organization by serving as a technical resource or initiating and supporting the development of formal knowledge sharing systems (e.g., work aids, technical papers, etc.).

Supervisory
Contributing Factor – Communication

Work Behaviors:	<ul style="list-style-type: none"> • Actively listens and appropriately responds to the questions, ideas, and concerns of others. • Writes in an accurate, clear, concise, well-organized, and timely manner. • Orally communicates in an accurate, clear, concise, well-organized, and timely manner. • Tailors communication (e.g., language, tone, level of specificity) to the audience's level of understanding and to the communication medium and any adaptive technologies needed for accommodation of persons with disabilities. • Actively/consistently communicates agency affirmative employment program objectives/programs to unique work unit customers and to the general public.
Pay Band 1	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and responds appropriately, following up to ensure understanding. • Communicates and responds to day-to-day situational issues in an accurate, clear, concise, well-organized, and timely manner; written communications typically require few revisions. • Tailors communication style (e.g., language, tone, and format) and content to meet the audience's needs and level of understanding. 	<ul style="list-style-type: none"> • Adeptly reads social interactions and nonverbal cues and adjusts own behavior to more effectively communicate with others. • Prepares and delivers communications that are of high quality as recognized by peers, supervisors, and/or customers. • Skillfully communicates complex information to a variety of audiences in a manner that enhances their understanding.
Pay Band 2	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and crafts clear and organized responses, following up to ensure understanding. • Communicates complex or sensitive information in an accurate, clear, concise, well-organized, and timely manner; written communications require minimal revisions. • Tailors communication style (e.g., language, tone, and format) and content to meet the audience's needs and level of understanding; takes into consideration political, environmental, and resource implications. • Effectively explains or defends relevant viewpoints when necessary. 	<ul style="list-style-type: none"> • Adeptly reads complex social interactions and nonverbal cues and adjusts own behavior to communicate more effectively with others. • Prepares and delivers communications that are of exceptional quality as recognized by peers, supervisors, and/or customers. • Skillfully communicates complex information to a range of audiences in a manner that enhances their understanding and acceptance of the information.
Pay Band 3	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and crafts clear and organized responses, following up to ensure understanding. • Communicates highly complex and potentially controversial information to a wide variety of audiences in an accurate, clear, concise, well-organized, and timely manner; written communications are generally accepted without changes. • Tailors style, materials, and content to communicate information effectively to different levels of audiences, properly emphasizing key issues and considering ramifications of communications; takes into consideration political, environmental, and resource implications. • Effectively explains or defends relevant viewpoints when necessary. 	<ul style="list-style-type: none"> • Adeptly reads complex social interactions and nonverbal cues and adjusts own behavior to communicate more effectively with others. • Conveys the most complex and highest visibility communications effectively, properly emphasizing key issues and considering the full range of ramifications of communications; prepares and delivers communications of exceptional quality as recognized by peers, supervisors, and/or customers. • Skillfully anticipates the needs of diverse audiences and optimally targets consistent and clear communications to different levels and needs in a manner that enhances their understanding and acceptance of the information; consistently persuades them to a relevant point of view.

Supervisory
Contributing Factor – Customer Focus

Work Behaviors:	<ul style="list-style-type: none"> • Effectively identifies and assesses customer requirements, rejecting/renegotiating those that adversely impact agency affirmative employment objectives/programs. • Effectively manages customer expectations and addresses questions and concerns. • Provides timely, flexible, and responsive service to customers. • Utilizes the full and diverse staff resources that are qualified and available to interface with the custom, gathering a variety of perspectives on the customer engagement process.
Pay Band 1	
Expected	Enhanced (Additions at this level.)
<ul style="list-style-type: none"> • Maintains contact with customers and is effective in understanding their needs; uses customer feedback to address customer requirements and guides others to do the same. • Works with, and guides others in working with, customers to set mutually acceptable expectations (e.g., timelines and deliverables). • Informs customers of changes, issues, or problems that could affect progress and develops and implements effective solutions to address them. • Provides timely, flexible, and responsive products and/or services to customers. 	<ul style="list-style-type: none"> • Develops creative and useful suggestions for designing and adapting products and/or services; ideas are well received by customers. • Anticipates customer needs and resolves or avoids potential problems, resulting in high customer satisfaction.
Pay Band 2	
Expected	Enhanced (Additions at this level.)
<ul style="list-style-type: none"> • Maintains contact with customers and is effective in identifying and assessing their needs; guides others in using customer feedback to design and enhance products and/or services. • Works with, and guides others in working with, customers to set mutually acceptable expectations (e.g., timelines and deliverables). • Informs customers of changes, issues, or problems that could affect progress and directs the implementation of effective solutions to address them. • Provides timely, flexible, innovative, and responsive products and/or services to customers, resulting in high customer satisfaction. 	<ul style="list-style-type: none"> • Systematically monitors quality, delivery, and customer satisfaction levels; makes adjustments based on these data to improve customer products and/or services. • Anticipates and integrates customer needs and expectations into future service offerings, resulting in highly valued deliverables that maximize customer satisfaction. • Takes initiative and works with staff to anticipate and proactively implement effective solutions to prevent problems and avoid gaps in customer expectations.
Pay Band 3	
Expected	Enhanced (Additions at this level.)
<ul style="list-style-type: none"> • Guides others in developing Expected, responsive relationships with diverse customers; implements processes to define customer requirements. • Works with, and guides others in working with, customers to set mutually acceptable expectations (e.g., timelines and deliverables). • Intervenes in problem situations with customers, resolving concerns and issues while still maintaining good working relationships. • Manages the delivery of products and/or services by subordinate units and ensures that they are timely, flexible, innovative, and responsive, resulting in high customer satisfaction. 	<ul style="list-style-type: none"> • Systematically monitors quality, delivery, and customer satisfaction levels; makes adjustments based on these data to improve customer products and/or services. • Oversees the development and implementation of long-term product or service strategies that effectively support the organization's strategic direction and surpass customer expectations. • Takes initiative and works with staff to anticipate and proactively implement effective solutions to prevent problems and avoid gaps in customer expectations.

Supervisory
Contributing Factor – Resource Management

Work Behaviors:	<ul style="list-style-type: none"> • Maintains an awareness of available resources and the process for acquiring needed resources. • Identifies and advocates for resources required to accomplish work activities or projects. • Makes effective and efficient use of available resources. • Safeguards available resources to prevent fraud, waste, and abuse. • Promotes workplace safety and security.
Pay Band 1	
Expected	Enhanced (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • Demonstrates considerable knowledge of the resources available to the work unit and the processes for acquiring them; identifies and advocates for resources necessary to accomplish work activities or projects. • Ensures that the use and allocation of resources is consistent with projects and/or programs and the mission needs of the organization; safeguards against fraud, waste, and abuse. • Promotes workplace safety, security and applicable safety programs by demonstrating correct behavior and enforcing compliance with proper standards, policies, procedures, and guidelines. 	<ul style="list-style-type: none"> • Anticipates changes in resource needs and advocates for resources well in advance of when they are needed; adeptly identifies innovative and/or alternative authorized resources. • Is sought out by others to provide advice and guidance on optimizing available resources. • Provides recommendations for improving safety and security procedures.
Pay Band 2	
Expected	Enhanced (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • Demonstrates considerable knowledge of the resources available to the organization and the processes for acquiring them; prepares complex resource plans, and effectively defends resource requirements. • Ensures that the use and allocation of resources is consistent with projects and/or programs and the mission needs of the organization; safeguards against fraud, waste, and abuse. • Promotes workplace safety, security and applicable safety programs by demonstrating correct behavior and enforcing compliance with proper standards, policies, procedures, and guidelines. 	<ul style="list-style-type: none"> • Displays added resourcefulness by using and advising others on innovative and/or alternative authorized resources, thereby maximizing what can be achieved. • Anticipates changes in workload requirements and advocates for needed resources well in advance. • Devises and implements innovative approaches to use limited resources in a manner that optimizes results. • Provides recommendations for improving safety and security procedures.
Pay Band 3	
Expected	Enhanced (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • Demonstrates expert knowledge of the resources available to the organization and the processes for acquiring them; identifies and effectively negotiates for the resources needed to meet program objectives; prepares complex resource plans, and effectively defends resource requirements. • Manages and oversees resource expenditures for assigned program(s), making adjustments as needed to increase efficiency; safeguards against fraud, waste, and abuse. • Promotes workplace safety, security and applicable safety programs by demonstrating correct behavior and enforcing compliance with proper standards, policies, procedures, and guidelines. • Allocates sufficient staff and other resources to ensure a viable contribution to the EEO program. 	<ul style="list-style-type: none"> • Displays added resourcefulness by using and advising others on innovative and/or alternative authorized resources, thereby maximizing what can be achieved. • Anticipates changes in organizational requirements and advocates for needed resources well in advance. • Manages resource requirements for dynamic and difficult programs, consistently monitoring and regularly redirecting resources to optimize results across initiatives. • Provides recommendations for improving safety and security procedures.

All Supervisors and Selected Employees in the Professional / Analytic and Technical / Support Contributing Factor – Leadership

Work Behaviors:	<ul style="list-style-type: none"> • Seeks out and capitalizes on opportunities to help the organization accomplish its mission and objectives and move toward its long-term vision. • Communicates a vision for work unit, translating broad organizational goals into concrete objectives, plans, priorities, and assignments with special emphasis on agency affirmative employment program objectives and support programs. • Effectively assigns, coordinates, and monitors the work of others. • Provides timely and constructive feedback (formal or informal) to others. • Develops others through motivation, mentoring, and coaching. • Fosters an environment that facilitates a high performing workforce and models a high standard of performance for others. • Demonstrates a commitment to EEO thru the integration of EEO into mission accomplishment, accountability for progress in identification and elimination of barriers to a representative workforce, proactive prevention of unlawful discrimination, and efficient, responsive, and legally compliant disposition of allegations of discrimination.
Pay Band 1 (Band 2 for Technical Support Pay Schedule)	
Expected	Enhanced (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • Translates project or work unit goals into concrete work assignments for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively. • Appropriately considers strengths and developmental needs of subordinates in assigning work. • Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills. • Develops others through motivation, mentoring, coaching, and instruction. • Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior. • Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations. 	<ul style="list-style-type: none"> • Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support work unit goals. • Helps staff to develop new skills and competencies by encouraging them to attempt more difficult tasks and try new approaches.
Pay Band 2 (Band 3 for Technical Support Pay Schedule)	
Expected	Enhanced (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • Translates work unit goals into concrete work assignments and objectives for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively. • Appropriately considers strengths and developmental needs of subordinates in assigning work. • Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills. • Develops others through motivation, mentoring, coaching, and instruction. • Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior. • Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations. 	<ul style="list-style-type: none"> • Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support organizational goals. • Helps staff to identify their own developmental needs and provides challenging assignments to address those needs.
Pay Band 3 (Band 4 for Technical Support Pay Schedule)	
Expected	Enhanced (<i>Additions at this level.</i>)
<ul style="list-style-type: none"> • Effectively formulates short- and long-term strategies across units that take a broad view and achieve significant results in support of the organization's goals and long-term vision. • Translates broad organizational goals into objectives and assignments and helps unit leaders determine how to execute them efficiently and effectively. • Appropriately considers strengths and developmental needs of subordinates in assigning work. • Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills. • Develops others through motivation, mentoring, coaching, and instruction. • Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior. • Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations. 	<ul style="list-style-type: none"> • Anticipates new or changing demands and plans effectively for the future by developing strategies for units to meet organizational goals. • Identifies feedback measures that provide information for assessing priorities and advancing organizational goals. • Influences subordinates to pursue developmental opportunities and provides support for those opportunities.

Technician / Support

Contributing Factor – Technical Proficiency

Work Behaviors:	<ul style="list-style-type: none"> • Demonstrates and applies relevant and appropriate knowledge and skills to perform work activities. • Stays up-to-date and acquires new job-relevant knowledge and skills by participating in training or other learning activities. • Uses appropriate and available technology or tools to perform work activities. • Demonstrates an understanding of how relevant organizational systems and processes affect own work. • Maintains an awareness of current events and other external factors that may affect work.
Pay Band 1	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • With guidance, applies basic know perform straightforward or well-defined work activities. • As directed, acquires, develops, and maintains relevant job skills and required certifications through a variety of methods and applies this knowledge to improve own performance. • Demonstrates a basic understanding of relevant systems, processes, and procedures that affect own work; applies this knowledge constructively when completing own assignments. 	<ul style="list-style-type: none"> • Applies knowledge to perform more advanced tasks with minimal supervision. • Takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.
Pay Band 2	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Applies well-developed knowledge and skills (including use of appropriate technology, tools, and/or equipment) to effectively perform • a full range of assignments, including moderately complex work activities; seeks occasional guidance as appropriate. • Acquires, develops, and maintains relevant job skills and required certifications through a variety of methods and applies this knowledge to improve own performance and contribute to the mission. • Demonstrates an understanding of relevant systems, processes, procedures, and external factors that affect own work and the work of the unit; applies this knowledge to constructively contribute to objectives and priorities. 	<ul style="list-style-type: none"> • Applies knowledge to independently perform more complex tasks. • Takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.
Pay Band 3	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Applies advanced-level knowledge and skills (including use of appropriate technology, tools, and/or equipment) to effectively perform a wide range of complex work activities. • Acquires, develops, and maintains relevant job skills and required certifications through a variety of methods and applies this knowledge to improve own performance and contribute to the mission. • Demonstrates a thorough understanding of relevant systems, processes, procedures, and external factors that affect the organization; applies this knowledge to constructively contribute to organizational objectives and priorities. 	<ul style="list-style-type: none"> • Applies depth and breadth of knowledge to independently perform the most complex or varied assignments at this level. • Takes initiative to develop and maintain job skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.
Pay Band 4	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Applies expert-level knowledge and skills (including use of appropriate technology, tools, and/or equipment) to effectively perform a wide range of highly complex work activities. • Maintains technical expertise and required certifications by keeping up-to-date with the latest developments in professional/technical specialties. Applies expert-level knowledge to improve own and organizational performance. • Demonstrates an extensive understanding of relevant systems, processes, procedures, and external factors that affect the organization; applies this knowledge to positively contribute to organizational objectives and priorities. Applies this knowledge to constructively contribute to organizational objectives and priorities. 	<ul style="list-style-type: none"> • Applies depth and breadth of knowledge to independently perform the most complex or varied assignments at this level. • Takes initiative to develop and maintain job skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.

Technician / Support Contributing Factor – Critical Thinking

Work Behaviors:	<ul style="list-style-type: none">• Gathers, organizes, and maintains relevant information.• Analyzes information to draw sound conclusions.• Identifies problems and generates solutions.• Makes reasonable and timely decisions or recommendations.• Identifies and utilizes innovative or creative methods to accomplish work assignments.	
	Pay Band 1	
Expected		Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none">• With guidance, gathers relevant information or data needed to complete assignments; organizes and maintains information according to established procedures.• Evaluates information against standard procedures and guidelines to identify obvious issues or problems.• Brings problems to the attention of senior staff/supervisor.• With guidance, makes logical decisions regarding routine issues that arise in carrying out instructions.		<ul style="list-style-type: none">• Takes initiative to identify additional sources of information beyond what would be expected for this level.• Anticipates when standard procedures may not work in accomplishing own assignments and takes initiative to suggest alternatives.
Pay Band 2		
Expected		Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none">• Identifies and gathers relevant information from a variety of sources to complete assignments; effectively organizes and maintains information.• Evaluates a range of information to identify moderately complex problems and suggest effective solutions.• Makes timely and logical decisions in well-defined, low-risk situations affecting own work.• Modifies methods for accomplishing assignments when it becomes clear that standard methods will not work.		<ul style="list-style-type: none">• Takes initiative to identify additional sources of information to gain a more comprehensive understanding of work assignments.• Independently recognizes issues or problems and identifies patterns or trends to draw conclusions.• Anticipates when standard procedures may not work in accomplishing own or work unit assignments and takes initiative to suggest effective alternatives.
Pay Band 3		
Expected		Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none">• Identifies and gathers relevant information from a variety of sources to gain a comprehensive understanding of issues and problems.• Evaluates and integrates information from a variety of sources to provide solutions for complex problems.• Makes timely and logical recommendations or decisions on a variety of complex issues; seeks supervisory assistance for unusual situations.• Identifies and proposes innovative or creative methods to improve own or work unit efficiency or effectiveness.		<ul style="list-style-type: none">• Correctly identifies key issues or problems, assesses their significance, and draws innovative conclusions.• Displays persistence in tracking down hard-to-obtain information.• Makes timely and logical recommendations or decisions when circumstances are ambiguous or complete information is not available.• Evaluates the impact of external events on current procedures and proposes appropriate alternatives.
Pay Band 4		
Expected		Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none">• Identifies and gathers relevant information from a variety of sources to gain a comprehensive understanding of complex issues and problems and place them in a larger context.• Efficiently and effectively evaluates and integrates information from a variety of sources to address complex and unusual problems; develops alternative solutions to issues or problems.• Makes timely and logical recommendations or decisions in complex, ambiguous, or unusual situations.• Identifies and develops innovative or creative methods to improve own or work unit efficiency or effectiveness.		<ul style="list-style-type: none">• Correctly identifies significant connections between pieces of data, focusing on the most critical information needed to draw innovative conclusions.• Displays persistence in tracking down hard-to-obtain information.• Takes the initiative to resolve highly complex problems affecting the work unit.• Makes effective decisions under pressure or when there is a high degree of uncertainty about the outcome.• Evaluates the impact of external events on current procedures and develops appropriate alternatives. Makes timely and logical recommendations or decisions in complex, ambiguous, or unusual situations.• Identifies and develops innovative or creative methods to improve own or work unit efficiency or effectiveness.

Technician / Support
Contributing Factor – Cooperation and Teamwork

Work Behaviors:	<ul style="list-style-type: none"> • Develops and maintains effective working relationships with others. • Respects and values individual differences and diversity by treating everyone fairly and professionally. • Helps others learn by sharing knowledge and information. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity. • Collaborates effectively with others to resolve differences and reach mutually acceptable agreements.
Pay Band 1	
Expected <ul style="list-style-type: none"> • Works collaboratively and flexibly with others to accomplish shared goals. • Treats everyone fairly and professionally; demonstrates respect for and value of individual differences and diversity. • Provides information and assistance to others as needed. • With guidance, handles minor work-related disagreements or conflicts in a positive and constructive manner. 	Enhanced (<i>Additions at this level.</i>) <ul style="list-style-type: none"> • Takes initiative to make extra contributions to work unit efforts and provide assistance to others beyond what is expected. • Seeks out opportunities to share knowledge and skills with others. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.
Pay Band 2	
Expected <ul style="list-style-type: none"> • Works collaboratively and flexibly with others to accomplish work unit goals. • Treats everyone fairly and professionally; demonstrates respect for and value of individual differences and diversity. • Shares relevant knowledge and information with others. • Handles minor work-related disagreements or conflicts and resolves them in a positive and constructive manner; seeks assistance from senior staff on more difficult situations. 	Enhanced (<i>Additions at this level.</i>) <ul style="list-style-type: none"> • Takes initiative to make extra contributions to work unit efforts and provide assistance to others beyond what is expected. • Seeks out opportunities to share knowledge and skills with others. • Participates in the development of formal knowledge sharing systems. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.
Pay Band 3	
Expected <ul style="list-style-type: none"> • Contributes to achieving work unit goals by working collaboratively and flexibly with others and building effective partnerships across units. • Treats everyone fairly and professionally; demonstrates respect for and value of individual differences and diversity and promotes these values within the work unit. • Shares relevant knowledge and information with others. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity. • Handles challenging work-related disagreements or conflicts and resolves them in a positive and constructive manner; develops options to resolve disagreements or conflicts that require resolution at a higher level. 	Enhanced (<i>Additions at this level.</i>) <ul style="list-style-type: none"> • Takes initiative to make extra contributions to work unit efforts beyond what is expected; recognizes when others need assistance and provides support to advance work unit goals. • Seeks out opportunities to share knowledge and skills with others and develops formal knowledge sharing systems. • Anticipates and strives to mitigate work-related disagreements or conflicts.
Pay Band 4	
Expected <ul style="list-style-type: none"> • Contributes to achieving work unit goals by demonstrating collaboration and flexibility and building effective partnerships internal and external to the organization. • Treats everyone fairly and professionally; demonstrates respect for and value of individual differences and diversity and promotes these values within the work unit. • Seeks out opportunities to share relevant knowledge and skills with others. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity. • Anticipates, strives to mitigate, and effectively handles complex or sensitive work-related disagreements or conflicts and resolves them in a positive and constructive manner; develops options to resolve disagreements or conflicts that require resolution at a higher level. 	Enhanced (<i>Additions at this level.</i>) <ul style="list-style-type: none"> • Takes initiative to make extra contributions to work unit efforts beyond what is expected; recognizes when others need assistance and provides support to advance organizational goals. • Champions respect for and value of individual differences and diversity, fostering a climate that reinforces these values. • Actively works to ensure the continuous transfer of knowledge and skills throughout the work unit by serving as a technical resource and initiating or overseeing the development of formal knowledge sharing systems.

Technician / Support Contributing Factor – Communication

Work Behaviors:	<ul style="list-style-type: none"> • Actively listens and appropriately responds to the instructions, questions, ideas, and concerns of others. • Writes in an accurate, concise, and clear manner. • Orally communicates in an accurate, concise, and clear manner. • Tailors communication (e.g., language, tone, level of specificity) in ways that are appropriate to the audience.
Pay Band 1	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Actively listens to others and asks for clarification when needed to ensure understanding; shows respect for others' ideas, comments, and suggestions. • With guidance, communicates basic information in an accurate and clear manner. • Written communications may require revisions. 	<ul style="list-style-type: none"> • Prepares and delivers communications with minimal guidance. • Written communications require fewer revisions than would ordinarily be expected at this level. • With guidance, effectively tailors communications as appropriate to the audience.
Pay Band 2	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Actively listens and appropriately responds to straightforward questions and concerns from others; shows respect for others' ideas, comments, and questions. • Communicates substantive information in an accurate, clear, and concise manner. • Written communications typically require few revisions. • Effectively adjusts communications to the audience's level of understanding. 	<ul style="list-style-type: none"> • Written communications require fewer revisions than would ordinarily be expected at this level. • Tailors the amount and format of information included in communications to meet the audience's needs.
Pay Band 3	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Solicits and actively listens to others' questions, ideas, and concerns; shows respect for diverse viewpoints and responds appropriately. • Communicates moderately complex information in an accurate, clear, and concise manner. • Written communications typically require no revisions. • Tailors communication style (e.g., language, tone, and format) to meet the audience's needs and level of understanding. 	<ul style="list-style-type: none"> • Interprets verbal and nonverbal cues in interpersonal interactions and adjusts own behavior to more effectively communicate with others. • Prepares and delivers communications that are of exceptional technical quality.
Pay Band 4	
Expected	Enhanced <i>(Additions at this level.)</i>
<ul style="list-style-type: none"> • Solicits and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and provides clear and organized responses, following up to ensure understanding. • Communicates complex information in an accurate, clear, concise, and well-organized manner. • Written communications are generally accepted without revisions. • Tailors communication style (e.g., language, tone, and format) and customizes communications to meet the audience's needs and level of understanding. 	<ul style="list-style-type: none"> • Interprets verbal and nonverbal cues in interpersonal interactions and adjusts own behavior to more effectively communicate with others. • Prepares and delivers communications that are of exceptional technical quality. • Uses a variety of techniques to communicate highly complex information, concepts, and ideas to a range of audiences in a manner that facilitates their understanding and acceptance of the information.

Technician / Support
Contributing Factor – Customer Focus

Work Behaviors:

- Communicates with customers to understand their needs.
- Responds appropriately to customer questions and concerns.
- Provides timely and effective service to customers.

Pay Band 1

Expected

- Communicates with customers to understand their needs.
- Responds appropriately to customer questions and concerns.
- Provides timely and effective service to customers.

Enhanced *(Additions at this level.)*

- Takes initiative to learn about and engage with customers to better understand their needs, resulting in a higher quality of products and/or services.
- Independently interacts with customers and provides high quality products and/or services.
- Displays flexibility when interacting with customers.

Pay Band 2

Expected

- Effectively interacts with customers to understand their needs, answer questions, and provide them with routine information about products and/or services.
- Within scope of responsibility, provides timely and effective products and/or services to customers.
- Quickly and effectively responds to customer questions and requests.

Enhanced *(Additions at this level.)*

- Takes initiative to learn about and engage with customers to better understand their needs, resulting in a higher quality of products and/or services.
- Recognizes potential issues or inconsistencies in customer requests and proposes solutions.
- Displays flexibility in responding to changing customer needs.

Pay Band 3

Expected

- Maintains regular contact with customers to understand their needs and provides timely and effective products and/or services to meet those needs; uses customer feedback to enhance products and/or services.
- Works with customers to discuss or set mutually acceptable expectations (e.g., timelines and deliverables).
- Keeps relevant stakeholders informed of problems that could impede progress and suggests workable solutions.
- Quickly and effectively responds to customer questions and requests.

Enhanced *(Additions at this level.)*

- Takes initiative to learn about and engage with customers to better understand their needs and improve customer satisfaction.
- Anticipates and proactively resolves potential problems, thus avoiding gaps in customer expectations.
- Displays flexibility in responding to changing customer needs.

Pay Band 4

Expected

- Maintains regular contact with customers to understand and anticipate their needs and provides timely and effective products and/or services to meet those needs; uses customer feedback to adapt and improve service offerings.
- Works with customers to set mutually acceptable expectations (e.g., timelines and deliverables).
- Keeps relevant stakeholders informed of problems that could impede progress and develops effective solutions to address them.
- Quickly and effectively responds to customer questions and requests.

Enhanced *(Additions at this level.)*

- Takes initiative to learn more about customers and their environment to better understand their current and future needs and uses this information to improve the overall level of customer satisfaction and service.
- Anticipates and implements effective solutions to prevent problems, thus avoiding gaps in customer expectations.

Technician / Support

Contributing Factor – Resource Management

Work Behaviors:	<ul style="list-style-type: none">• Maintains an awareness of available resources and the process for acquiring needed resources.• Identifies and advocates for resources required to accomplish work activities or projects.• Makes effective and efficient use of available resources.• Safeguards available resources to prevent fraud, waste, and abuse.• Complies with workplace safety and security requirements.	
	Pay Band 1	
Expected		Enhanced (<i>Additions at this level.</i>)
<ul style="list-style-type: none">• Demonstrates a basic awareness of available resources and the process for acquiring resources needed to accomplish own work.• With guidance, requests basic resources needed to perform own work; uses resources in a manner that safeguards against fraud, waste, and abuse.• Properly follows all workplace safety and security procedures.		<ul style="list-style-type: none">• Takes initiative to learn as much as possible about available resources and the process for acquiring them.• Makes useful suggestions for increasing efficiency in the use of resources.
Pay Band 2		
Expected		Enhanced (<i>Additions at this level.</i>)
<ul style="list-style-type: none">• Demonstrates knowledge of available resources and the process for acquiring them; identifies and requests resources necessary to accomplish own work activities or projects.• Ensures that use of resources is consistent with planned activities and safeguards against fraud, waste, and abuse.• Properly follows all workplace safety and security procedures and reinforces correct behaviors in others.		<ul style="list-style-type: none">• Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed.• Actively assists others in using resources more efficiently.• Suggests flexible and innovative approaches to stretch limited resources.
Pay Band 3		
Expected		Enhanced (<i>Additions at this level.</i>)
<ul style="list-style-type: none">• Demonstrates knowledge of available resources and the processes to acquire them; identifies and advocates for resources necessary to accomplish work unit activities or projects.• Uses resources in an efficient and effective manner that safeguards against fraud, waste, and abuse.• Promotes workplace safety and security by demonstrating correct behaviors and reinforcing proper procedures with others.		<ul style="list-style-type: none">• Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed.• Identifies alternative resources and actively assists others in using resources more efficiently.• Suggests flexible and innovative approaches to stretch limited resources.
Pay Band 4		
Expected		Enhanced (<i>Additions at this level.</i>)
<ul style="list-style-type: none">• Demonstrates knowledge of available resources and the processes to acquire them; identifies and effectively advocates for the resources necessary to meet work unit objectives.• Actively contributes to resource planning efforts and competently defends resource requirements.• Ensures that resources are used effectively and efficiently and safeguards against fraud, waste, and abuse.• Promotes workplace safety and security by demonstrating correct behaviors and reinforcing proper procedures with others.		<ul style="list-style-type: none">• Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed.• Balances competing resource requirements to ensure alignment with mission objectives.• Identifies alternative resources and actively assists others in using resources more efficiently.• Devises and implements flexible and innovative approaches to stretch limited resources, resulting in greater contributions to the organization.•

All Supervisors and Selected Employees in the Professional / Analytic and Technical / Support Contributing Factor – Leadership

Work Behaviors:	<ul style="list-style-type: none"> • Seeks out and capitalizes on opportunities to help the organization accomplish its mission and objectives and move toward its long-term vision. • Communicates a vision for work unit, translating broad organizational goals into concrete objectives, plans, priorities, and assignments with special emphasis on agency affirmative employment program objectives and support programs. • Effectively assigns, coordinates, and monitors the work of others. • Provides timely and constructive feedback (formal or informal) to others. • Develops others through motivation, mentoring, and coaching. • Fosters an environment that facilitates a high performing workforce and models a high standard of performance for others. • Demonstrates a commitment to EEO thru the integration of EEO into mission accomplishment, accountability for progress in identification and elimination of barriers to a representative workforce, proactive prevention of unlawful discrimination, and efficient, responsive, and legally compliant disposition of allegations of discrimination.
Pay Band 1 (Band 2 for Technical Support Pay Schedule)	
Expected	Enhanced (Additions at this level.)
<ul style="list-style-type: none"> • Translates project or work unit goals into concrete work assignments for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively. • Appropriately considers strengths and developmental needs of subordinates in assigning work. • Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills. • Develops others through motivation, mentoring, coaching, and instruction. • Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior. • Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations. 	<ul style="list-style-type: none"> • Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support work unit goals. • Helps staff to develop new skills and competencies by encouraging them to attempt more difficult tasks and try new approaches.
Pay Band 2 (Band 3 for Technical Support Pay Schedule)	
Expected	Enhanced (Additions at this level.)
<ul style="list-style-type: none"> • Translates work unit goals into concrete work assignments and objectives for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively. • Appropriately considers strengths and developmental needs of subordinates in assigning work. • Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills. • Develops others through motivation, mentoring, coaching, and instruction. • Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior. • Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations. 	<ul style="list-style-type: none"> • Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support organizational goals. • Helps staff to identify their own developmental needs and provides challenging assignments to address those needs.
Pay Band 3 (Band 4 for Technical Support Pay Schedule)	
Expected	Enhanced (Additions at this level.)
<ul style="list-style-type: none"> • Effectively formulates short- and long-term strategies across units that take a broad view and achieve significant results in support of the organization's goals and long-term vision. • Translates broad organizational goals into objectives and assignments and helps unit leaders determine how to execute them efficiently and effectively. • Appropriately considers strengths and developmental needs of subordinates in assigning work. • Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills. • Develops others through motivation, mentoring, coaching, and instruction. • Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior. • Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations. 	<ul style="list-style-type: none"> • Anticipates new or changing demands and plans effectively for the future by developing strategies for units to meet organizational goals. • Identifies feedback measures that provide information for assessing priorities and advancing organizational goals. • Influences subordinates to pursue developmental opportunities and provides support for those opportunities.

Step by Step Guide: Accessing My Biz and My Workplace

Employee or supervisor?

In the instructions below, employees access **MyBiz** to get into the NSPS Appraisal tool. This allows them to view their performance plan and enter their self-assessments.

Supervisors use the same steps but access **My Workplace** to get into the NSPS Appraisal tool. This gives them access to set up the performance plans for their employees, document the interim review conversation, review employee self-assessments, enter their assessments of their employees' performance, and enter ratings at the end of the year.

Accessing the performance appraisal tool

The appraisal tool is located under MyBiz, which is accessed through the CPOL Portal. Supervisors follow these same steps, but access My Workplace to work on the performance appraisals of their employees.

Step	Action
1	Open your web browser and navigate to http://cpol.army.mil .
2	Log into the Employee Portal using your AKO user ID and password.
3	Click on the "Employee" tab at the top of the screen.
4	Click on the "Open" link on the Employee Data portlet.
5	Click on the "MyBiz" link (or the "My Workplace" link if you are accessing the appraisal application in your supervisory role).

6	<p>On the Oracle login screen, enter your DCPDS user ID and password.</p> <p>If you do not have a DCPDS user ID:</p> <ul style="list-style-type: none"> • User ID: Enter your social security number (with hyphens, e.g., 123-45-6789). • Password: Construct your initial password as follows: <ul style="list-style-type: none"> • Upper case first letter of first name • \$ (dollar sign) • Lower case first letter of last name • \$ (dollar sign) • Fourth digit of social security number • \$ (dollar sign) • Fifth digit of social security number • \$ (dollar sign) • Example: John Smith, 123-45-6789 would enter J\$s\$4\$5\$. • You will need to change this constructed password.
7	Click on the “My Biz” link (or the “My Workplace” link if you are accessing the application as a supervisor).
8	<p>Click on the “NSPS Appraisals (My Biz)” link (or the “NSPS Appraisals (My Workplace)” link if you are accessing the application as a supervisor).</p> <p>You are now in the Appraisal application.</p>

Problems?

If you have problems with your logins or your access is not correct (supervisors showing wrong employees, etc.), contact your region’s Information Systems Division help desk:

REGION	EMAIL ADDRESS	Telephone #
NE CPOC	modern.helpdesk@cpocner.apg.army.mil	410-306-0290 dsn 458
NC CPOC	helpdesk@cpocria.army.mil	309-782-7498 dsn 793
Pacific CPOC	Helpdesk@cpocpac.army.mil	907-384-6268 dsn 384
SC CPOC	helpdesk@cpocscr.army.mil	256-842-6631 dsn 788
SW CPOC	helpdesk@cpocswr.army.mil	785-239-2000 dss 856
WT CPOC	helpdesk@cpocwcp.hua.army.mil	520-533-8105 dsn 821

DCPDS Performance Appraisal Tool Flowchart

My Workplace / My Biz Appraisal Overview

 = Supervisor  = Employee

